

THE BULLETIN

JANUARY 27, 1992 ~ 45TH YEAR ~ NUMBER 12

Meagre Transfer Payments Mean University Must Develop New Strategy, Says Prichard

BY KARINA DAHLIN

THE ANNOUNCEMENT THAT operating grants for Ontario universities will increase by one percent in 1992-93 and two percent in each of the following two years is disappointing and will have serious effects for U of T, says President Robert Prichard.

However, the uncertainty about the financial situation is finally over and members of the University must "deal with the reality of inadequate resources in a manner which is least

damaging to our mission and most consistent with promoting teaching, scholarship and our capacity to serve the community," Prichard said in an interview Jan. 24. "The announcement compels us to develop a new strategy to reduce our costs to better match the revenues we can now expect."

The president will seek the advice of the University community on ways to deal with the financial restraint. In the week of Feb. 10, when a clearer analysis of the figures is available, he will visit as many divisions as possible to explain the funding situation

and listen to suggestions. Meetings are also planned with groups of academic and administrative staff leaders, with the heads of faculty and staff groups and with student representatives.

Several people have suggested to Prichard that the two-year agreements with the U of T Faculty and Staff Associations (UTFA and

UTSA) should be reopened with a view to freezing salaries. He will seek the advice of the University community on this matter as well and expects to inform Governing Council of his decision early in February. Changing the agreements against people's will would be a mistake, Prichard said. "We will honour the agreements with UTFA and UTSA

unless they agree to vary them."

The University's long-range budget plan had projected a deficit of \$18.7 million by 1996. The accumulated deficit for 1996 is now forecast at \$125 million. "That is clearly unacceptable and it would be irresponsible for the University to let such a deficit develop," said Prichard.

~ See MEAGRE: Page 2 ~

Hiring Targets Could Suffer

BY JANET MORGAN

U OF T'S PLANS TO REACH NEW hiring targets for under-represented groups will probably be hampered by the lower-than-normal provincial increase in transfer payments, says Professor Michael Finlayson, vice-president (human resources).

If recruitment is curbed because of

underfunding it will take longer before the University's workforce includes the numbers of women, visible minorities, persons with disabilities and aboriginal peoples to be recommended as part of the employment equity policy, Finlayson said in an interview.

While progress towards meeting employment equity targets is helped when current staff resign or retire, the one percent increase in provincial funding for 1992-93 "is certainly going to slow down" the process, he said.

Two working groups, headed by Finlayson and Provost Joan Foley to examine the composition of the University's workforce, will soon announce hiring targets. Finlayson said the reports will be presented to the Business Board for information by the spring and the hiring goals will then become part of the employment equity policy.

The targets were suggested mainly by comparing the University's labour force to the national work force, says the 1990-91 annual report from the employment equity coordinator's office. The report is included as a supplement in this issue of *The Bulletin*.

In an interview, employment equity coordinator Mary Lynne MacIntosh said the comparison shows that U of T employs a representative number of women, members of visible minorities and persons with disabilities but falls short in its number of aboriginal peoples. They make up 2.1 percent of the workers in Canada while at U of T they constitute only 0.2 percent of the

~ See HIRING: Page 2 ~

United Way Tops Goal

DESPITE A TOUGH ECONOMIC climate, the University has exceeded its goal of \$575,000 for the 1991 United Way Campaign, U of T's campaign chair Professor Hans Kunov announced last week.

Kunov, the director of the Institute of Biomedical Technology, said the University community had donated \$576,680 so far and "money is still trickling in."

"I think there are people out there who realize that when times are tough, there is a much greater need for community support," he said.

The 1991 campaign raised more than the previous year's total of \$563,933 even though there were fewer donations. Kunov attributed this to increases in contribution sizes. The average annual donation jumped by \$26 to \$173 while 53 people gave \$1,000 or more. In total, 3,139 people contributed.

In terms of money raised, U of T is among the top five or six institutions in Metro, Kunov said. "We can be very proud of our achievement."

Winter Warmth



The Department of Botany greenhouses at the corner of University Ave. and College St. provide the perfect haven from wintry weather. Some cacti, lovingly tended by chief horticulturalist Karl Wimmi and his assistant, bask in the light.

DAVID WOHLFAHRT

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THE ONE-PERCENT SOLUTION: UNIVERSITY COMMUNITY PONDERES GRIM NEWS ON GRANTS

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HISTORY CELEBRATES ITS CENTENARY AND LOOKS TO THE FUTURE

IN BRIEF



Rice receives book award

PROFESSOR KEREN RICE OF THE DEPARTMENT OF LINGUISTICS HAS been given the prestigious Leonard Bloomfield Book Award for 1992 by the Linguistics Society of America. Rice received the certificate for her book *Grammar of Slave* which examines the sounds, semantics and word formation of the Athapaskan language Slave spoken in the Northwest Territories. The book award is given annually to recognize the contribution of authors to the development and understanding of language and linguistics.

Savings to reduce capital debt

AT ITS JAN. 13 MEETING THE BUSINESS BOARD APPROVED A PROPOSAL by President Robert Prichard that the University's pension contribution savings in 1991-92 be transferred to the capital fund and used to reduce the capital debt. A modest net surplus in the pension fund this year means that the University can continue its contribution holiday and save an estimated \$7 million. The University has not been required to contribute to the pension fund since 1987 when the fund's surplus reached a level higher than that permitted by the federal government. Currently U of T's capital debt is \$20 million.

Faculty to hold workshop

THE FACULTY OF APPLIED SCIENCE & ENGINEERING IS PLANNING TO conduct a workshop this spring on ways to improve the conditions for women studying engineering. In December Richard Allen, minister of colleges and universities, announced that \$50,000 has been earmarked for a series of workshops to be held at universities around the province. U of T will receive almost \$11,000, an amount that will be doubled by contributions from the provost's office and engineering. The goal is to promote equity, support initiatives that combat sexual harassment and change attitudes toward female faculty, students and staff.

College considers reform

THE TASK FORCE ESTABLISHED BY SCARBOROUGH COLLEGE COUNCIL last spring to examine constitutional reform has begun its consultations with faculty, staff and students. Task force chair Professor Czesia Nalewajko of the Division of Life Sciences explained that the group is looking for suggestions on how to make college council more effective. A review of the constitution was instituted after Scarborough created a fifth division in management and economics last year.

Musicians perform in New York

THE CHAMBER SINGERS AND CHAMBER ORCHESTRA FROM THE Faculty of Music have been invited to perform at the Alice Tully Hall in the Lincoln Center in New York on Feb. 20. The 40 performers will participate in the Mozart Masses-in-Concert series featuring groups from 18 Canadian and American universities.

Boggs named IEEE fellow

PROFESSOR STEVEN BOGGS OF THE DEPARTMENT OF ELECTRICAL Engineering, director of Engineering & Research for Underground Systems Inc., has been named a fellow of the Institute of Electrical & Electronics Engineers (IEEE). Boggs has made substantial contributions to the understanding of sulphurhexafluoride-insulated power substations. IEEE is the world's largest engineering society with more than 300,000 members in 137 countries.

Scholarship established

A NEW \$4,000 SCHOLARSHIP FOR A BLACK STUDENT AT THE UNIVERSITY has been established in honour of Dr. Anderson Abbott, the first Canadian-born black doctor. The annual prize will be given to a student in any area of study on the basis of academic achievement, financial need and contribution to the community. Representatives from U of T and the Black Business & Professional Association will select the winner. Abbott graduated in 1861 from the Toronto Medical Academy, affiliated with U of T. He practised in Chatham and later became chief physician at Toronto General Hospital.

Meagre Transfer Payments

~ Continued from Page 1 ~

Universities are being asked by the Ministry of Colleges & Universities for advice on short- and long-term strategies. Institutions have been invited to submit suggestions by Feb. 4 on the allocation of a transition fund that will assist them "with reform and restructuring of service delivery." Prichard said the deadline leaves universities little time to plan a strategy but he has urged the minister to distribute the transition fund as quickly as possible to prevent financial uncertainty.

Prichard welcomes a plan by Richard Allen, minister of colleges and universities, to establish a task force that will rethink the future of the universities in the long term. U of T will contribute to that process as constructively as possible, he said. "Without rethinking the structure we will be left with the current structure which in many ways is unsatisfactory to all universities in Ontario as well as, according to the minister, to the government of Ontario."

The treasurer's announcement on Jan. 21 has increased the urgency to reduce enrolment to more manageable levels, Prichard said. The funding formula used by the province has left U of T with a large number of students for whom the University receives no government support. According to the planning office, U of T's student body is more than 5,000 "basic income units" above the level of enrolment where tuition fees are topped up by government grants. A first-year undergraduate arts and science student represents one BIU, a doctoral student six BIU. "Only by reducing enrolment towards our funded levels can we mitigate the damage to our students of the inadequate resources made available to the University," said Prichard.

The provost's plan to curb enrolment began in September 1991 with a reduction of 325 students. Enrolment will be reduced by another 600 first-year undergraduate students in 1992-93. "The reduction could be larger but we won't know for

a few weeks until we finalize our plan," Prichard noted. "It will still leave the University with many more students than we are funded for but by committing ourselves to this strategy now we will move towards our enrolment goals by the mid-1990s."

Another effect of the reduced transfer payments is the possibility of job losses. Approximately 80 percent of the University's operating budget goes towards salaries and benefits.

"We hope to accomplish such reductions through attrition rather than layoffs. In the event we are unable to do so, any decision to reduce employment will be taken only after full and open consultation with the employees affected."

Prichard said it is regrettable Ontario remains at the bottom of the list with respect to provincial support per student. The government acknowledged 18 months ago there was an urgency to move Ontario at least to the midpoint, he added. "This announcement will not help us reach that goal."

Hiring Targets Could Suffer

~ Continued from Page 1 ~

workforce. U of T will set higher targets than those set by Statistics Canada for people with disabilities. Finlayson said his working group believes the

StatsCan target figure of 5.4 percent is too low. That number represents the number of disabled persons in the workforce not those who could work, which is substantially higher, he said. MacIntosh dismissed concerns

that the introduction of hiring targets will lead to people being employed as "tokens" or that qualified applicants will be refused employment on the grounds that they are not members of one of the four designated groups. "The whole point of employment equity is to broaden the pool of available candidates," she said.

That is best done by ensuring vacancies are well publicized in specific communities and by offering appropriate training to employees seeking promotion. For example, job training will help women whose representation in the labour force is not as equitable as the percentages suggest, she said. Most female staff at U of T are in lower-paying jobs while the top jobs are held largely by men.

MacIntosh's report emphasizes the importance of educating employers to prevent "systemic discrimination." People in charge of hiring are often unintentionally guilty of excluding designated group members from jobs by basing employment policies and practices on criteria that are not job-related, she said. An advertisement that says applicants should have a grade 12 education could exclude qualified immigrants who might not have attended grade 12. The best solution is to add the words "or appropriate training and experience," she said.

Salary Freeze Accepted

VICE-PRESIDENTS, ASSISTANT vice-presidents and other senior officers in the central administration on the senior salary list have followed the example of President Robert Prichard and volunteered to a salary freeze in 1992-93, Robert McGavin, chair of Governing Council, announced Jan. 24. The decision is subject to the approval of the senior salary committee.

Meanwhile the report of the 1991-92 senior salary committee was presented at Business Board Jan. 13. The 180 academic and administrative staff on the senior salary list — employees with salaries above \$102,550 — were granted an average six percent salary increase. The increases took effect July 1.

Members of the senior salary committee are McGavin, Annamarie Castrilli, vice-chair of Governing Council, John Gardner, chair of the Business Board and Prichard who is absent during discussions about his salary.

Senior salary recipients are awarded increases solely on merit; no senior personnel are eligible for across-the-board increases provided to other staff. Six categories are used to rate their performances ranging from superior to unsatisfactory. Most are expected to fit into the category of "achieves expectations," said Provost Joan Foley in a memorandum to department heads last year.

Faculty members constitute the majority of the list's members. Their salary increases compare to an average increase of 7.2 percent for faculty members below the senior salary

level. This covers a four percent increase July 1, 1991, a one percent increase Jan. 1, 1992, as well as progress-through-the-ranks payments. Administrative staff received a 4.5 percent increase July 1, 1991, plus merit pay.

The senior salary committee set the salary increases of 86 employees in the Faculties of Medicine and Dentistry, 28 in other professional faculties and 51 in the Faculty of Arts & Science, Scarborough and Erindale Colleges and other divisions. Increases were also approved for the president, six central administrative staff and eight people who hold non-academic positions in divisions, most in Health Service.

In addition, 20 academic and seven administrative staff members on a "special salary" list received increases averaging 6.87 percent. The list includes division heads and other senior University personnel who earn less than \$102,550.

UNIVERSITY ~ OF ~ TORONTO

THE BULLETIN

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Academic Board Suggests New Status for Tutors

BY DAVID TODD

THE UNIVERSITY SHOULD ABANDON its system of renewable multi-year contracts for tutors and senior tutors, the Academic Board has concluded.

Teaching-only staff should instead be offered appointments with either an indefinite term or permanent status, according to the results of a straw vote taken at the board's Jan. 23 meeting. Members also voted that the grounds for terminating people in the teaching stream should include both fiscal reasons and changes to instructional programs.

Senior tutor Guy Allen, coordinator of the U of T Faculty Association (UTFA) campaign on behalf of tutors, voiced disappointment with the outcome of the debate. The board, he said in an interview, essentially followed the outline of an earlier administrative proposal on teaching-stream staff — one that UTFA considers an unsatisfactory alternative to the current system. "The tutors issue remains unresolved," he said.

The meeting marked the end of the board's second reading of the report of the Special Committee to Review the Policy & Procedures on Academic Appointments. The board has appointed a committee which will redraft the report on the appointments policy and procedures. The draft will eventually come back for a third and final reading.

The Memorandum of Agreement between UTFA and Governing Council requires the approval of both parties for any changes to the policy.

The association insists it will not discuss any other matters in the report until the teaching-stream question has been settled.

The administration recently proposed replacing the categories of tutor and senior tutor with three different kinds of teaching-stream appointments, each defined by their different functions, duties and responsibilities. The board has approved a principle that opens the door to the creation of such a system of ranks.

Permanent status, Provost Joan Foley suggested, would be offered after an initial contract appointment to people whose teaching duties and responsibilities are roughly comparable to those of professorial staff. An indefinite term would be offered to staff responsible for performing support teaching roles such as running laboratory sessions, supervised by a member of the professoriate. A permanent appointment, Foley explained, would entail a lengthier probation, a more rigorous review and more stringent procedures for termination.

Judith Poe, a senior tutor in chemistry at Erindale College, protested that the kind of permanence envisioned by the board is simply "permanence until terminated." She called on members to consider the proposal made by UTFA last fall under which teaching-stream staff would enjoy permanent status comparable to tenure.

Tutors would find indefinite-term appointments less desirable than the current arrangement, Poe added. Their contracts now afford them at least short-term security while the

prescribed five-year reviews "give senior tutors a file of documents attesting to the quality of their work." The proposed arrangement would give them neither.

Professor Roger Beck, acting principal of Erindale College, said the time has come to consign the policy of contractual appointments "to the trash can. Now that better models for the teaching-only stream are emerging, it's appropriate to say goodbye to the multi-year contract which is simply an undesirable and unsatisfactory vehicle for experienced and valued teachers."

Under the existing policy, tutors are hired on a series of three one-year contracts. In their third year they may request consideration for promotion to senior tutor with a renewable five-year appointment. The faculty association argues that this system offers no long-term job security, even to tutorial staff who have worked at the University for many years.

Although opinions varied widely, the board eventually concluded that both fiscal reasons and "changes in the instructional program or its method of delivery which render the position redundant" should be considered possible grounds for releasing teaching-only staff.

Professor George Milbrandt of the Faculty of Education, however, opposed the idea of permitting dismissals for academic planning reasons. He said the University should have the same obligation to teaching-only staff appointed to fill specific academic program needs as it does to professorial staff.



CYLLA VON TIEDEMANN

The Toronto Dance Theatre will perform Jan. 30 at Hart House Theatre.

Lights Go Up on New Season

BY JANET MORGAN

HART HOUSE THEATRE, CLOSED for the past five months due to construction, will reopen Jan. 30 with a new show, new roof and new mandate.

The Toronto Dance Theatre, appearing this Thursday, will be the first group to perform under the theatre's new policy to "become a community theatre for the University of Toronto."

Last September the theatre had to close to repair leaks in the roof. During the break, staff decided to review the programming, said Paul Templin, the theatre's production manager. They felt the way the theatre was being operated, as a facility that rented its premises to any group that asked, was not successful either financially or in meeting the needs of the University.

The staff wanted the theatre to recover the prominence it held in the U of T community during the 1930s, 40s and 50s, he said. "We decided to take another look at the theatre and run it as if it were municipally owned and serving a community of 70,000. We want to put on shows that will appeal to the University community as an audience."

The theatre is staging three shows

that it hopes will attract students, staff, faculty and alumni in its new mini-season. The Toronto Dance Theatre will be followed on successive Thursdays by *The Best of Times*, *The Worst of Times*, a story about Charles Dickens, and the comedy troupe, The Second City National Touring Company.

Various U of T groups are sponsoring the mini-series and individual programs including *The Bulletin*, which is supporting the Dickens show.

Templin said the staff is also hoping to involve the community in all aspects of the theatre's operations. The recently established theatre committee, composed of staff, faculty, student and alumni volunteers, will help staff in programming, promotion and backstage activities. It met for the first time Jan. 22.

There are tentative plans to involve business students at Scarborough College in a year-long project aimed at marketing the shows, said Templin. "If it all goes according to plan, the theatre will be a big part of the University in three or four years time."

The theatre, however, will not turn away other university or external groups that want to use the Hart House facility, he said.

UTSA Wants Discussions on Memorandum of Agreement

BY KARINA DAHLIN

THE U OF T STAFF ASSOCIATION (UTSA) wants to begin discussions on a memorandum of agreement immediately rather than participate in a wider consultative process about the administration's future relationship with University staff.

A proposed memorandum of agreement, submitted by UTSA to the administration last October, has been circulated to the president and vice-presidents, senior administrators, advisory groups and the personnel policy board, said Professor Michael Finlayson, vice-president (human resources), at the Jan. 13 Business Board meeting. Finlayson will be also be consulting various groups on the question of which staff policies are most in need of revision. Consultations will continue for several months; he hopes to bring back some proposals to the board at its meeting March 30.

The proposed memorandum is similar in many ways to the agreement between the University and the faculty association and is seen by UTSA as a starting point for discus-

sions. The association's executive believes negotiations on a memorandum are the best way to restore some of the trust lost last November when 79 staff members were laid off and then reinstated in the Faculty of Medicine.

In a letter to Finlayson on Jan. 21, UTSA said that "full, normal relations" with the University will not resume until the administration provides two documents: a timetable for discussions about a memorandum of agreement culminating in a draft that the UTSA executive can present to staff members at their annual general meeting April 29 and a detailed agenda for future meetings of the UTSA-administration liaison committee. The association withdrew from the committee in November to protest the administration's handling of the events at medicine.

In the letter, UTSA president Judith Eichmanis lists a number of concerns brought before the committee over the past 10 years including the release of staff for organizational change and on-the-job training which she says have not been satisfactorily addressed. "We share

your sense of urgency about the need to address problems with existing policies but I am sure you can appreciate that under the present circumstances our board of representatives feels there is a credibility problem with respect to the liaison committee's work."

Meanwhile UTSA representatives were pleased with the discussion at the board about the concept of "empowerment." William Blundell, a government appointee, said there are some fundamental flaws in the University's management style and suggested the institution's "culture" be better defined. "I think the University should now decide in a participatory manner what we'd really like to be." In an empowered organization, everyone becomes involved in such a process, he said.

President Robert Prichard said that former president George Connell's report, *Renewal 1987*, was followed first by a revised mission statement a couple of years ago and then by the six-year budget plan. He had heard no one disagreeing with the mission statement and suggested more time be given to implement it.

College Readies for Move

WOODSWORTH COLLEGE IS preparing to return home. The college will be closed from Feb. 3 to 7 so faculty and staff can move from their temporary quarters in the North Borden Building into their newly renovated building at 119 St. George St. The doors will reopen for business Feb. 10.

The building has undergone \$10 million in renovations. The upgrade is designed by the firm of Kuwabara Payne McKenna Blumberg

Architects. The design employs traditional collegiate traditions including a tower to indicate the main entrance and cloisters facing into the courtyard.

A large part of the renovated Drill Hall will be a cafe. The renovations were paid for largely by a levy on students and by a grant from the provincial government.

Work started in the summer of 1990. An official opening ceremony is scheduled for May 7.



The Dragon Staircase, East Wing, University College was designed and constructed in 1890-91 by David B. Dick. Since the dragon in medieval times was a symbol for evil conquered, it has been speculated that D.B. Dick may have used this emblem to symbolize the rebuilding of University College after the disastrous fire on February 14, 1890.

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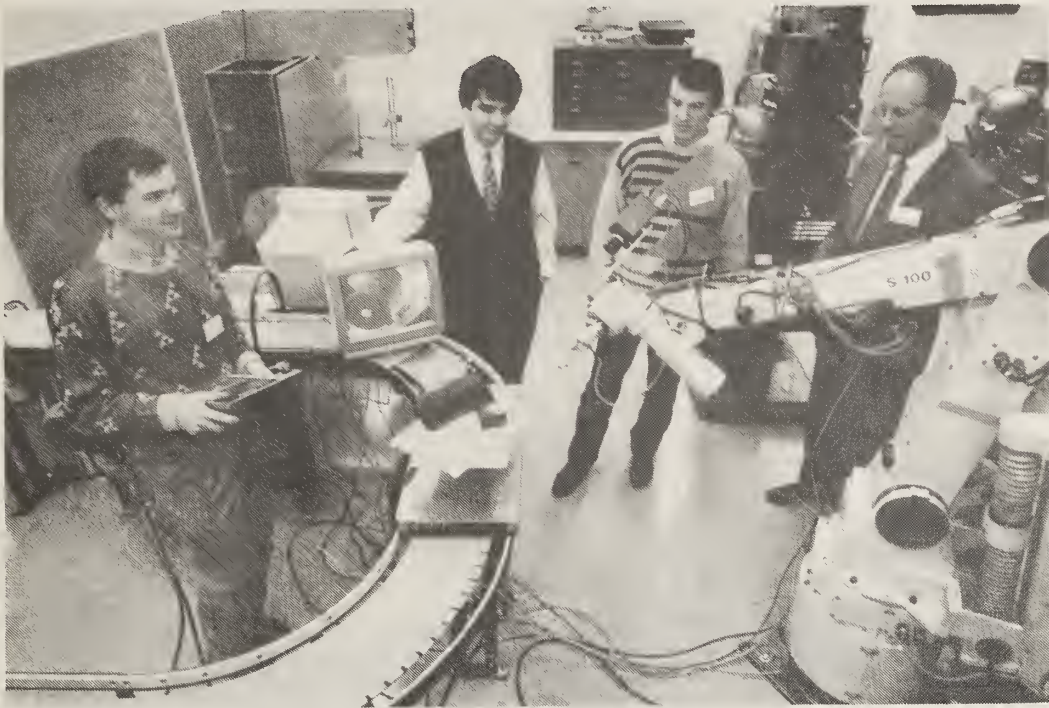
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Honing In



Research associate Gene Zak demonstrates the adeptness of a robotic arm with a video-tracking device while research associates Reza Safaee-Rad and Ivo Tchoukanov and Professor Iain Currie of the Department of Mechanical Engineering look on. The demonstration was part of an open house Jan. 15 celebrating the completion of renovations to the Mining Building. Ed Philip, minister for industry, trade and technology, unveiled a commemorative plaque.

Smoking Ban Blamed for Drop in Food Sales

THE ENFORCEMENT OF THE University's smoking policy may be having an unhealthy effect on cafeteria business. Sales figures from 16 eating spots on the St. George campus suggest many people prefer to eat where they can smoke.

At the Jan. 13 Business Board meeting, Janice Oliver, assistant vice-president (operations and services), said the policy was having a negative effect on food sales across campus. In an interview Robin Toderian, director of residence, food and beverage services, said cafeteria revenues dropped 15 percent from Sept. 1, 1990, to April 30, 1991, a net loss of \$300,000 over the previous year.

Toderian attributes the plunging sales to the smoking ban that took effect May 1, 1990. When students

returned that September "we saw an immediate decline," she said. Recent sales show no reversal of the trend.

University cafeterias are designated non-smoking areas during working hours. Most Toronto restaurants follow the city's smoking bylaw that stipulates at least 30 percent of the seats must be designated non-smoking. On Jan. 1, 1993, restaurants must provide half their seating for non-smokers.

Toderian said that, although she is a non-smoker and enjoys a smoke-free restaurant, the University would be better braced for stiff off-campus competition by following the city's guidelines and providing customers with smoking areas.

Elizabeth Leesti, executive assistant to the vice-president (human

resources), said it was the city's decision to designate U of T cafeterias as "workplaces" where no smoking is permitted. It is unlikely the University will ask for a revised designation, she said, because the University Affairs Board, which approved the smoking policy, "was quite adamant that cafeterias be smoke-free."

Meanwhile in the cafeteria at Sidney Smith Hall some smokers continue to light up. The educational route has been tried but "the time has come to try something else," Leesti said. City inspectors are expected to show up soon to hand out tickets to the non-conformists. If city officials inform her of the date of the visit, Leesti said she will probably warn customers.

Archives Move is Pondered

A PROPOSAL TO MOVE THE United Church of Canada's archives out of Emmanuel College to a facility in Kitchener is meeting with opposition from faculty and staff at Victoria University.

Professor Phyllis Airhart of Emmanuel College at Victoria University said the archives, in their current home at the Birge-Carnegie Library, are easily accessible to members of the U of T community as well as to researchers from outside the University and Toronto area. The library, she noted, is used extensively by academics and genealogists and should therefore remain close to other major archives such as those at the Royal Ontario Museum.

The United Church wants to move its operations including the archives to the less costly city of Kitchener as soon as it sells its offices

at 85 St. Clair Ave. E. It has calculated that the money it raises from the sale of the Toronto property will pay for the construction of new offices in Kitchener with a separate climate-controlled archival section.

Howard Mills, general secretary of the church's general council, said moving the archives would mean administrative staff in Kitchener would have easy access to the material; other researchers from farther afield would not be greatly inconvenienced because of Kitchener's proximity to Toronto's airport. Another benefit would be more space for expansion.

Chief archivist Jean Dryden said the current facility will run out of space for expansion purposes by 2000. Modern shelving could be installed but would cost about \$250,000.

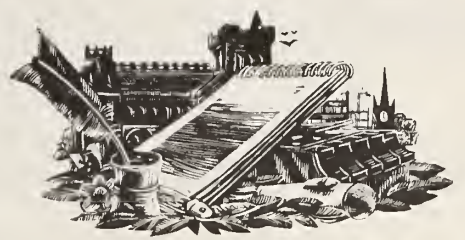
Currently the archives are part of a joint United Church-Victoria

University agreement drawn up in 1985 and renewed every five years. Operating costs are split — Victoria pays for the library's maintenance costs and upkeep of the material while the church covers staff salaries and acquisitions.

If the archives moved to Kitchener, the church would have control over the most expensive part of its archives — staff salaries. Currently archivist staff are covered by Victoria University salary agreements which have been more generous than United Church pay scales, said Victoria University president Eva Kushner.

The transfer of the archives is not a closed case — the Toronto offices have not yet been sold although the church is in discussions with a potential buyer. A date for the move has been tentatively set for 1994.

NOTEBOOK



SYMBOLICALLY SPEAKING WE ARE ALL IN ORBIT. When Roberta Bondar, Canada's second astronaut in space, packed her space bag she found room for the crests of all the schools and universities she has attended. Her kit included one from U of T. Bondar received her PhD in neurobiology here in 1974 and, for four years, was a teaching assistant. Bondar also attended the Universities of Guelph and Western Ontario and McMaster University.

CULLED FROM A JAN. 10 COLUMN BY BARBRA TASSIE in *The Lawyers Weekly*, an antidote to the recession, underfunding, winter flues and blues: "In a true example of misguided priorities, a 400-lb. Italian murder suspect used his only phone call to order a large pizza delivered to jail, instead of calling his lawyer. 'Big Frankie' Gambino, 37, who was charged with the killing of his former business partner, would apparently have been released on bail days earlier if he had been able to put his hunger on hold. Sadly for Mr. Gambino, the prison has a rule against pizza in the pen." And on the flip side: "A 35-year-old Mexican woman launched a \$10 million lawsuit against the surgeons who performed a heart transplant that she claims has left her with uncontrollable urges to do back flips and headstands. Soon after Louise Campo was given the heart of a 24-year-old circus acrobat, she found herself somersaulting down the aisle at an uncle's wake and cartwheeling around her boyfriend's bed."



WILLIAM SHAKESPEARE

THE SEARCH FOR SHAKESPEARE IS ON. HIGH AND low they have looked, in dusty closets and forgotten niches all over the University, but to no avail. It seemed a simple task. The staff of *Records of Early English Drama* at Victoria College were assembling props for a 20-minute video about early influences on William Shakespeare. Scriptwriter Michah Rynor thought it appropriate to open with a shot of a bust of the old bard. He began the search in November and surprisingly he has come up empty-handed. Production of the video starts this week and the likeness is needed within two weeks. The film premieres at the Theatre Museum in Covent Garden, London, UK, on April 27 — and it promises not to be a bust.

FEELING STRESSED OUT? THE U OF T STAFF Association (UTSA) has a way to help. On Feb. 18 the association will sponsor a workshop on stress relief to be held in room 304 of the Benson Building from 12:15 to 2 p.m. A registered massage therapist will explain how stress affects the mind and body and will demonstrate simple techniques to reduce stress and enable people to relax at work or home. Those interested must send in their application by Feb. 3. The workshop is free for UTSA members; non-members will be asked to submit a \$5 fee with their registration form.

TAKE A TRIP BACK IN TIME TO THE DAYS OF FANCY balls, dance cards and white-tie dinners. On Feb. 14 Hart House will be transformed for the Victorian Valentines Ball, circa 1852. It has been many years since Hart House has held such a formal occasion but the graduate committee has decided to resurrect the tradition. During a dinner of Victorian dishes, a quartet from the Hart House Chamber Strings will entertain guests. There will be a dance workshop to teach the elegant dances of years past and, to keep up Victorian appearances, the committee has negotiated special discounts for costume rental. RSVP to Cheryl Rhind in the Hart House program office at 978-2447 before Jan. 30.

UNIVERSITY OF SIENA UNIVERSITY OF TORONTO EXCHANGE PROFESSORSHIP 1992 - 93

Applications are invited from tenure-stream members of the academic staff for the 1992-93 University of Siena-University of Toronto Exchange Professorship.

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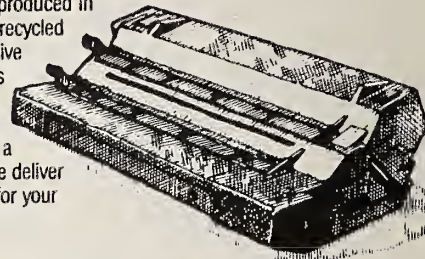
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TORONTO YORKVILLE

Universities Should Look for Creative Solutions, Says Allen

BY DAVID TODD

THE CIRCUMSTANCES THAT have forced the Ontario government to limit transfer payments to universities and other public service agencies are "tragic," says Richard Allen, minister of colleges and universities. But post-secondary institutions, he notes, should be able to find creative ways to handle their funding problems without sacrificing programs or jobs.

"I don't think the government needs to apologize," Allen said in an interview Jan. 23. "But we need to work together in our public sector institutions to maintain quality and access [to services] as the principal priority in all of our lives."

On Jan. 21 the province followed through on its earlier warning of a record low increase in 1992-93 operating grants to universities and colleges, hospitals, municipalities and school boards. Treasurer Floyd Laughren announced that transfer payments to these agencies will increase by just one percent in the coming fiscal year and by two percent in each of the following two years.

University representatives have decried the decision to limit grant increases, arguing that it will inevitably lead to cuts in staffing and enrolment levels. Allen has responded with scepticism to such

predictions. The members of university communities, he said, "are all intelligent people who can do their mathematics and establish priorities. If people do that, they can find creative solutions that will avoid some of the scenarios that have been thrown around."

In his Jan. 21 television address to the province, Premier Bob Rae suggested that publicly funded agencies look at ways of restructuring their operations in order to deliver services more efficiently. The government has set aside \$160 million for 1992-93 to help the transfer payment recipients make some of the necessary reforms. A "significant portion" of that funding will be available to colleges and universities, Allen said.

The premier's speech also included a pointed reference to the need for restraint on public sector wage increases. Allen was quick to offer assurances that the government is not calling upon institutions to renegotiate existing wage settlements. But at the same time, he suggested that universities might consider the option of sitting down with employee groups to "work out some creative solutions".

The long-term solution to the financial woes of Ontario universities and colleges may be an overall reshaping of the post-secondary sector,

Allen said. He has called for a process of consultation to find more cost-effective ways of delivering programs to as many students as possible.

Allen has proposed the creation of two task forces — one examining colleges, the other universities — that would submit long-term recommendations. The 12-member university sector task force would include a number of executive heads and governing board chairs along with faculty, staff and student representatives. Viv Nelles, chair of the Ontario Council on University Affairs, and Bernard Shapiro, deputy minister of colleges and universities, would co-chair the group.

In the past, U of T has advocated the creation of a system under which some universities would be designated "research-intensive" institutions, and others "teaching" institutions. Allen said a restructuring along these lines is one of the possibilities the task force on the university sector would likely weigh.

"It is true that there has been growing specialization in the university system in Ontario over the last two decades," he said. "If the task force ... saw that more specialization, and more defined missions for individual institutions would be helpful, then we'd need to move on it."

Salary Freeze Rejected

THE U OF T FACULTY ASSOCIATION (UTFA) has opposed a suggestion to consider reopening salary agreements in response to last week's announcement of provincial transfer payments.

In an interview, UTFA president Bonnie Horne said that she did not think forgoing the four percent salary increase for 1992-93 was "appropriate."

"It is currently my view that there is nothing constructive we can do to prevent job losses except recommend that members make donations to the institution themselves," she said.

The proposal was originally put forward by Judith Eichmanis, president of the U of T Staff Association

(UTSA), because she believes the administration will inevitably approach all groups about rolling back pay settlements negotiated for 1992-93. Administrators will likely argue that a wage freeze is the only way the University will avoid making massive cuts in jobs or programs, she said.

"If they are going to ask for any concessions then everybody has to be in agreement or it does not work," Eichmanis said.

Last June UTSA settled on an 8.5 percent salary increase over two years — 4.5 percent for 1991-92 and four percent for 1992-93. UTFA also worked out a two-year deal giving its members a four percent increase in

July 1991, an additional one percent in January and four percent for 1992-93.

Both UTFA and UTSA are concerned about potential job losses and the increased burden this would place on remaining employees. In a Jan. 21 press release, President Robert Prichard said one result of the transfer payment increase will be fewer jobs. Eichmanis said it was premature to make such an announcement.

Eichmanis has called a meeting of the University of Toronto Employees' Associations & Unions, the body that represents all groups on the three campuses, for Feb. 4 to discuss a unified strategy for dealing with the administration.

COU Predicts Significant Cuts

THERE WILL BE SIGNIFICANT cuts in both enrolment and employment as a result of the meagre increase in provincial transfer payments, says Peter George, president of the Council of Ontario Universities (COU).

COU estimates 1,200 to 1,500 staff positions will be lost as well as some short-term contracts. As a result universities will not be able to handle as many students — there will probably be 3,000 to 4,000 fewer first-year students registered in September 1992 compared with 1991, George said.

In an open letter on Jan. 23 to Richard Allen, minister of colleges and universities, George criticized the minister for suggesting that

universities "engage in creative negotiations with employees." Allen, he said, was aware that the Ontario Confederation of Faculty Associations (OCUFA) had stated its opposition to reopening salary contracts already in place.

Bill Graham, president of OCUFA, said three years of minimal funding will be disastrous for post-secondary education — particularly on top of "15 years of underfunding" — and for the economy.

Universities are the key to economic and social recovery for the province, he said. Studies have shown that investment in a university education produces high rates of return: university graduates have lower

unemployment levels than people with other levels of education and generally earn more.

The only positive aspect of the transfer announcement was the emphasis Rae placed on working with employees to develop ways of saving money other than through job losses, Graham said.

Fred Wilson, president of the Canadian Association of University Teachers (CAUT), said the increase "amounts to a further deterioration in the salaries and working conditions of our members." A freeze or reduction in salaries now would turn prospective faculty members away from Ontario universities towards private industry or out-of-province teaching positions.

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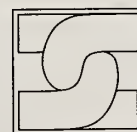
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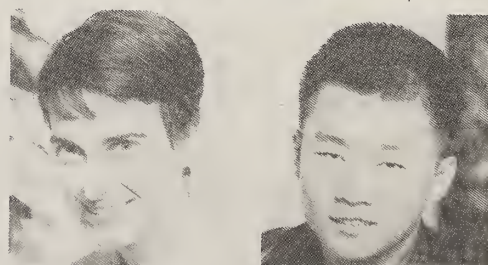


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The University of Toronto Faculty Association (UTFA) announces the

**UTFA TUITION BURSARY AWARD
1991/1992**



UTFA awarded two newly established Tuition Bursaries for the academic year 1991/92 to Ms Chloe Atkins (Department of Political Sciences) and Mr. Weigang Zeng (Engineering Science). Both will not have to pay their tuition fees and incidental costs up to the amount of \$2,000.00. These UTFA Tuition Bursaries can be renewed for subsequent years conditional upon demonstrated need and satisfactory academic standing.

The Tuition Bursary was set up, because UTFA believes that an inability to pay tuition fees should not be a barrier to obtaining or to continuing a university education.

Another two (one graduate and one undergraduate) UTFA Tuition Bursaries will be awarded for the academic year 1992-93. Students from all faculties are eligible and encouraged to apply starting February 1992.

LETTERS

ACTUARIAL RESPONSE SUPPORTS CLAIMS

We, the U of T Faculty Association (UTFA), asked our actuary, David Short of Eckler Partners, to comment on the letter of Professors John Gittens and Nanda Choudhry regarding their criticism of negotiated improvements to the pension plan ("UTFA must support claims with numbers," Jan. 13). Short's letter says:

"The authors correctly note that members' pension contributions will typically increase by about 30% (or about 1.2% of salary). Of course the increase in members' contributions will be less than 1.2% of salary in terms of after-tax income, due to the tax deductibility of members' contributions and the progressive nature of the income tax system.

"Of this 30% increase in members' contributions, about 8% (or about 0.3% of salary) arises from the increase in the pension formula and the proportionate increase in the contribution formula on earnings below the Canada Pension Plan ceiling. Members' pension accruals will increase in proportion to this portion of the increase in their contributions. Based on the actuarial assumptions on which the administration proposes to base future funding of the plan (which include an assumed investment return of 8.5% per annum and inflation at 5% per annum) and on 1991 data, the total increase in funding payments for faculty and librarians arising from the change in pension formula is about 0.9% of payroll, so that members are paying about one-third of the cost of the change in the pension formula.

"The other 22% increase in members' contributions (or about 0.9% of salary) represents the portion of the cost of the improved indexing formula that is to be paid by members. Based on the actuarial assumptions referred to above, the improved indexing will increase the pension plan's liabilities for benefits earned to date by active and retired faculty and librarians by about \$47 million. This reflects the fact that the present value on normal retirement of a pension indexed at 75% of CPI is about 7% higher than that of the same pension indexed at 60% of CPI. This increase in liabilities will require funding payments to the plan (principal and interest) of about \$5.4 million per year over the next 15 years in excess of those that would otherwise have been required (this amortization period of 15 years is very often used to ascribe an annual cost to pension plan improvements). Based on current payroll of about \$200 million, this represents a cost of about 2.7% of payroll.

"In addition to the increased liability for benefits earned to date, the cost of benefits to be earned in the future by faculty and librarians will, based on the same actuarial assumptions, increase by about \$2.2 million per year, or about 1.1% of payroll, as a result of the

improved indexing. Thus the total first year cost of the improved indexing formula is about 3.8% of payroll. The cost expressed as a percentage of payroll will decline in future years as salary levels increase, and we estimate that the average cost increase over the next 15 years will be about 3.1% of payroll (assuming annual increases of 5% in total payroll). Thus the cost to the administration for the improved indexing is about 2.2% of payroll (i.e. the total cost of 3.1% minus the increase of 0.9% paid by members). In other words, plan members will be paying less than one-third of the cost of the improved indexing.

"It is true that the administration may finance the improved indexing, at least in part, from existing surplus. However, in the absence of the plan improvements, the administration could have used that surplus to reduce its funding payments so that the net cost to the University is not affected by the ability to use surplus to finance the improvements. In any event, the value of the improved indexing to plan members is not affected by the source of funding, and I believe that the average cost of 3.1% of payroll over 15 years is a fair measure of the value of the improved indexing to the faculty and librarians."

ARTHUR RUBINOFF
VICE-PRESIDENT (SALARY, BENEFITS
AND PENSIONS)
U OF T FACULTY ASSOCIATION

RENOUNCING WAGE GAINS WOULD DAMAGE U OF T

In his commentary in *The Bulletin* Professor Stefan Mochnacki recommends that all salaries above \$40,000 at the University be frozen or cut and that faculty forgo negotiated increases ("Putting Our House in Order," Jan. 13). It is his opinion that such measures would save jobs. The U of T Faculty Association (UTFA) believes this course would only lead to further cuts by the provincial government. Moreover, to renounce the gains we have made would damage the University. We would be unable to attract or keep our best faculty; to forgo progress-through-the-ranks would relegate every member of the teaching staff to a beginning professor's salary forever.

Faculty have been subsidizing this university in many ways for years. The Burkett award of 1982 recognized that U of T faculty had fallen 25 percent behind other professions during the relatively prosperous decade of the 1970s. The award made up a quarter of that amount and recommended that the remainder be redressed in subsequent settlements. It was not. While Ontario enjoyed an economic boom in the 1980s, faculty salaries did not recoup the losses of the previous decade. Meanwhile our workload has escalated as the faculty-student ratio increased from 14:1 to 17:1.

Our members do not have to

apologize for their salaries. Most faculty deferred their income for 10 years while pursuing their studies and many spent another decade paying off loans incurred while they were in school. UTFA does not presume, as Professor Mochnacki does, to know what circumstances "present little hardship" to our members. We do know, however, that any pay pause that costs a young professor \$2,000 will result in a loss of \$60,000 in career earnings and a much lowered pension during retirement. If any faculty members feel that they are overpaid or that the institution (which has a long-term adjustment fund of over \$122 million accumulated through its failure to contribute to our pension fund) needs money more than they do, we recommend they make a tax deductible contribution to the University.

Reducing faculty salaries would not compensate for inadequate funding by a provincial government that is the most unsympathetic to higher education than any since the Second World War. Professor Mochnacki would better serve the University if he advised his party, now in power at Queen's Park, to increase its support of higher education rather than lobbying faculty and other workers to reduce their standards of living.

ARTHUR RUBINOFF
VICE-PRESIDENT (SALARY, BENEFITS
AND PENSIONS)
U OF T FACULTY ASSOCIATION

CUTTING A LINK, IMPROVING A VIEW

It's a relief to see the University mending its fences. The fence on the west side of the University College Union at 79 St. George St. — as handsome a piece of domestic ironwork as one could wish — had been in dilapidated condition for over 20 years.

Unfortunately the long chain-link fence that separates the back campus playing field from the UC residences to the west remains untouched. It is an odd sort of fence: it protects nothing, is a hazard to enthusiastic ball players and is an inconvenience for groundskeepers obliged to work around it. The single gate results in an unsightly beaten track from one corner of the playing field to the other.

Couldn't whoever decides these things be persuaded to dismantle and remove it? It won't be missed.

P.L. HEYWORTH
UNIVERSITY COLLEGE

LETTERS DEADLINES

JANUARY 31 FOR FEBRUARY 10
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BOOKS



The following are books by U of T staff. Where there is multiple authorship or editorship, staff are indicated by an asterisk.

January

Sustainable Cities: Urbanization and the Environment in International Perspective, edited by Richard Stren, Rodney White and Joseph Whitney (Westview Press; 365 pages; \$29.95 US). Issues of sustainability have become central to international dialogues on development. This study focuses on cities, examining the implications that contemporary urbanization has for the future of the environment. To assess whether cities can be sustainable in environmental terms, the book brings together studies of the urban experience in nine major countries and regions.

The Ennobling of Democracy, by Thomas L. Pangle (Johns Hopkins University Press; 223 pages; \$25.95 US). This book offers a searching critique of postmodernism and its implications for political life and thought. It examines the political dimensions of postmodernist teachings including the rejection of the natural rights doctrines of the Enlightenment, the discounting of public purposefulness and the disenchantment with claims of civic virtue and reason.

World-Making: The Literary Truth-Claim and the Interpretation of Texts, by Mario J. Valdésé (University of Toronto Press; 178 pages; \$40 cloth, \$16.95 paper). Drawing on the works of a wide range of authors including Proust, Tolstoy, Woolf, Lorca, Solzhenitsyn and Fowles, the book explores the full aesthetic impact of the reader's role in making literature.

The Poem of Empedocles: A Text and Translation with an Introduction by Brad Inwood (University of Toronto Press; 320 pages; \$45). In the introduction to this edition of Empedocles' fragments, a case is made for there being only one poem originally rather than two as has usually been thought and the philosophical implications of this thesis are explored at length.

December

A History of Italian Studies at the University of Toronto, 1840-1990, by Maddalena Kuitunen and Julius A. Molinaro (Department of Italian Studies; 281 pages; \$35 cloth, \$25 paper). The book traces the evolution of Italian studies at U of T from 1840 when it was first introduced at Upper Canada Academy in Cobourg, Ontario, to 1990. The history of Italian also belongs to the history of French, German and Spanish with the introduction of modern language teaching in University College by James Forneri

in 1853. From 1887 to 1973 Italian was combined with Spanish into one department and in 1973 Italian became a separate department.

Catching up

Directory of United Nations Documentary and Archival Sources, compiled and edited by Peter I. Hajnal (Academic Council in the United Nations System; 106 pages; \$12.50 US). The purpose of this book is to assist teaching, research and documentation by providing over 500, mostly annotated, bibliographic entries covering UN institutional issues — peace and security, human rights, international law and other subjects — as well as resources such as document collections, archives, statistics and bibliographic tools.

The Preaching of the Crusades to the Holy Land, 1095-1270, by Penny J. Cole (Medieval Academy of America; 295 pages; \$30). This book deals with the organization and recruitment of the Crusades and examines the religious ideals and ideas of Christian holy war.

Religions and Languages: A Colloquium, edited by Bruce S. Alton (Peter Lang; 163 pages; approx. \$45). The papers and edited discussions on the logic and functions of "speaking religiously" contained in this volume are from a philosophy of religion colloquium honouring the retirement of Professors Dewart and Schmitz in 1988. The emphasis is on cultural and linguistic diversity and on continental as well as Anglo-American methodologies.

Café des Westens, by Norman Ravvin (Red Deer College Press; 216 pages; \$24.95). A novel about three generations of a Jewish family, set in Calgary during the boom. The book's main characters consider the burden of inheritance and are haunted by the memory of a vanished Polish town.

Literacy and Orality, edited by D. Olson and N. Torrance (Cambridge University Press; 288 pages; \$34 hardcover, \$24.50 paper). The 15 papers by internationally distinguished scholars contained in this volume were presented at the 1987 Orality and Literacy conference. They examine the cultural, discourse and cognitive implications of writing and literacy.

The Bulletin regularly publishes announcements of new books by U of T staff. These appear in the second issue each month. When submitting an announcement, please remember we need not only the title and author(s) or editor(s) but also the publisher, number of pages and price along with a small blurb describing the work.

PERSPECTIVE IN TIME

History's centenary reflects 100 years of change at U of T

BY KARINA DAHLIN

FACULTY MEMBERS IN THE DEPARTMENT OF History were somewhat surprised in 1988 when they learned that Professor Robert Bothwell had agreed to write a book that would commemorate the 100th anniversary of the department. Bothwell, a 1966 graduate, has been a member of the teaching staff since 1970 and is known as a critic of certain institutional developments. He was not an obvious candidate for the undertaking.

"Several of my colleagues had turned the project down," Bothwell said in an interview at his Trinity College office. "I thought somebody should do it." A comment by a faculty member that "you can't do it because you don't approve of what's happened over the last 20 years" was an added incentive and, he realized later, writing the book gave him a chance to reflect on his own time at the University.

With the help of graduate students Francine McKenzie and Luis Sarabia, who acted as research assistants, Bothwell managed to finish the book — *Laying the Foundation: A Century of History at University of Toronto* — two days before his deadline of June 30. It was launched Nov. 13 during the opening of history's centennial exhibit at Robarts Library. The 190-page book tells the story of the department's evolution from its modest beginnings as Modern Languages with History to one of the most active history departments in North America. It is flavoured with anecdotes and a tinge of nostalgia for such bygones as the honours program, the Historical Club and Flavelle House, where the department resided for 10 years.

History has chosen to celebrate its 100th anniversary during the academic year 1991-92. However, there are several years that could have served as the centenary. The first history class at U of T was held in 1853. In 1887 history became a University subject in its own right, no longer taught as part of English and history. Daniel Wilson, the first professor of history and president from 1887, died in 1892, after which George Wrong was appointed history lecturer in the Department of Political Economy. Two years later Wrong became the first head of history and in 1905 the department grew to a two-person operation when he hired his first lecturer, Edward Kylie.

U of T's first classes were taught in a building near Taddle Creek, north of the city. However, the University had to vacate the premises because they were needed for a more urgent purpose — the provincial lunatic

asylum. Classes then moved to the newly built University College.

Wilson taught history with some reluctance it seems. "Indeed, while Wilson established a continuing reputation as a conversationalist, archaeologist and scholar of English literature, he wrote little or nothing on history," Bothwell says in his book. "At the University of Toronto in Wilson's day, history existed without historians to teach it." It was, however, Wilson who, with his colleagues, established two BA programs — pass and honours.

Wrong, his successor, was the son-in-law of Chancellor Edward Blake, the leader of the national Liberal party. Although he was a serious scholar and historian, rumours of government interference tainted his appointment and provoked the first student strike at U of T.

In 1924 history moved to Baldwin House (now Cumberland House, occupied by the International Student Centre) at College and St. George Sts. It was there that Freya Hahn began her career as departmental secretary, residing over afternoon teas and gradually becoming the centre of the department. Female students were admitted to the University in 1884 but it would be years before female staff could dream of being treated as equals. Hahn who held a BA in languages

was the only woman working in history. She was paid \$1,400 for nine months of work in 1950 — not unusual for secretaries — but "dreadfully low" nevertheless, Bothwell said. The same year the lowest faculty salary at the University was \$2,000 (\$2,400 for male faculty) and the top salary for full professors was \$5,500.

In his book Bothwell emphasizes Hahn's prominence not only because she contributed much to the department but also because he wanted to document the history of the administrative staff. However, he was unable to trace the circumstances of her life and could not tell readers as much as he wanted. "It's too bad," he said, "because what often makes the University a tolerable place to be employed at or study at is the staff."

In 1951 history moved to Sir Joseph Flavelle's mansion at Queen's Park Cres. and Hoskin Ave. The panelled basement billiard room was designated the tea room "and in these gracious surroundings socialization continued, every afternoon, for the next decade around a departmental samovar whose origins were, and remain, a matter of dispute."

In 1961 the Faculty of Law moved into Flavelle House and history relocated to Sidney Smith Hall. The move to the "factory" had disastrous consequences for the life of the department, Bothwell said. "I've done my best to describe the place as one

of the most ghastly buildings ever erected in Toronto." Its architecture did not foster a spirit of collegiality and there was no proper setting for the departmental teas. Faculty began to move out; Bothwell himself relocated to Trinity College in 1977 where he enjoys his surroundings but recognizes he is outside the hub of history. "Unless people work in the same space they don't share the same identity."

The demise of the Historical Club in 1974 was another setback, Bothwell said. As a student he was a member of the club which met regularly with influential citizens to discuss issues of the day. During its 70 years of existence, the club included many students who later became members of the country's intellectual, political, economic and bureaucratic elite. Bothwell and others tried to resurrect the club in the 1980s but without success.

Changes to the curriculum have helped to shape the character of the department. One major change, he said, was the abandonment of honours courses in 1970 and the introduction of a number of specialist courses. "People talk of [the 60s] as an era of student liberation. It was in fact an era of faculty liberation."

THE UNDERHILL WARS

As war approached, [Professor Frank] Underhill was in the forefront of the opposition. The only result of the previous war, he claimed, was to bury 60,000 Canadians in the soil of Europe. Such blood-letting was too high a price to pay. Canada should, instead, seize its North American destiny and stay out of Britain's conflicts....

In 1935 President [Henry John] Cody received on his desk a communication from General McBrien, commissioner of the RCMP, informing him that Underhill and another professor had appeared and spoken in unseemly company. No great harm had been done, apparently, but the president obviously should be informed. And, it seemed, should be kept informed.

Cody was placed in a dilemma. His instincts and connections lay with those who complained about Underhill and who obviously wished him to do something. As a university president, and as one who could easily remember when the universities had indeed been the plaything of politicians, he understood that he had to respond, somehow, to political and public opinion. Yet as president it was also his task to reflect and represent his institution. Its inmates would not like to be reminded that it was the province that paid the budget and therefore called the tune in Toronto. Some of them believed the exact opposite should obtain. For Cody, the problem was the equivalent of squar-

ing the circle. How could it be done?...

The Department of History was at first a bewildered bystander in the growing controversy over Underhill's right to say unpopular things on issues unconnected with his university duties. As Cody grew more nervous and impatient, as peace turned to war in the spring and summer of 1939, the president began to press [department head] Chester Martin to rein in his unruly subordinate. Martin agreed that Underhill was sometimes difficult and that his utterances could be aggravating. His comments on foreign and imperial affairs Martin himself found juvenile, 'indefensible and unworthy of a scholar in Mr. Underhill's position.' Despite that, Martin urged moderation — meaning, in effect, support for Underhill's right to keep his job....

[Lobbying by various parties] helped clear [Premier Mitchell] Hepburn's mind as to the proper course of action. He denied he had ever considered punishing the university for keeping Underhill. (He made the denial to Carlton McNaught, a prominent Toronto publicist and a former member of the Historical Club.) The Board of Governors tried one more time, in June 1941, to get rid of Underhill. A motion to that effect actually passed, but was effectively vetoed by Cody. The incident was over, and so were the Underhill wars. Exhausted by the incessant controversy, and with his health affected, Underhill took the view that it might be wiser in the future to let others do the battling."

BACKGROUND



In the employment of staff, the University of Toronto tries to ensure not only the highest quality of teaching, research and administrative support, but also an environment which actively promotes the equitable treatment of all employees. The 1990 - 1991 year has been eventful in the process of achieving employment equity. The highlights include a revised Employment Equity Policy, the formation of working groups to establish employment equity goals, and the successful completion of a federal government audit of the University's employment equity initiatives.

The University's first Employment Equity Policy was approved by Governing Council in March of 1986. In the Fall of 1988, the University's Employment Equity Action Plan was released, signalling the University's continuing and increasing commitment to the achievement of employment equity. It defined the means by which the University would implement employment equity. This is the third Annual Report from the Office of the Employment Equity Co-ordinator. One should refer to these earlier documents for a fuller description of past employment equity activities.

REPORT

Employment equity is an evolving concept. It goes farther than just equality of opportunity. It can be defined as a comprehensive planning process designed to:

- ensure equitable representation of designated groups throughout the University's workforce, and
- remedy and prevent the effects of overt and systemic discrimination.

Employment equity places the focus on equality of results by removing any obstacles that may exist to equality of opportunity.

In March of 1991, Governing Council approved a revised Employment Equity Policy. A copy of the revised Policy is attached as Appendix "A".

There are two major differences between the two Policies:

- The revised Policy expands the focus of employment equity to four designated groups: women (the principal focus of the first Policy), members of visible minorities, aboriginal people and persons with disabilities.
- The revised Policy provides the framework for a results oriented employment equity process. There are four key components:
 - endeavouring to ensure that University policies and practices do not have an adverse impact on the participation and advancement of designated group members;
 - setting goals consistent with the Policy, and time-tables and plans for achieving them;
 - implementing programs to facilitate the participation and advancement of designated groups;
 - making reasonable accommodation for differences related to designated group membership.

During this year, activities have been initiated pursuant to each of these four components.

The first component involves what is referred to as an Employment Systems Review (ESR). Such a review entails a review of the University's employment systems affecting faculty, professional librarians, non-unionized administrative staff, and unionized staff. The employment systems to be reviewed include:

- recruitment, selection, and promotion;
- training, development, and upward mobility;
- job evaluation, compensation and benefits;
- working conditions;
- lay-off, recall, and termination.

The purpose of the review is to identify any potential barriers to the participation and advancement of designated group members occurring due to systemic discrimination.

Systemic discrimination refers to the exclusion of designated group members through the application of employment policies and practices based on criteria that are not job-related or required for the safe and efficient operation of the work. It usually screens out entire groups of people. Systemic discrimination is an unintentional result rather than an intentional act. It doesn't occur person-to-person but system-to-person or, most commonly, system-to-group; it is a barrier rooted in the system. An example of systemic discrimination would be a job advertisement stating that Canadian experience in a specific field is required.

The Employment Equity Co-ordinator will be releasing an ESR Report on campus during the Fall term of the 1991-92 academic year. It will be sent to employee associations and unions, and will also be published in the *Bulletin* to ensure as wide a circulation as possible within the University community. Comments will be invited from the community at large and, specifically, from employee associations and unions.

In addition, the President established the Presidential Advisory Committee on Race Relations and Anti-Racism Initiatives (PACRRARI) in June of this year and appointed a Special Advisor to the Committee. PACRRARI is to advise and make recommendations on issues relevant to both employees and students. It comprises approximately forty members, including representatives from the community as well as the University. Members self-selected to participate in any of three Sub-Committees: Employment Equity; Curriculum; and Recruitment, Admissions and Retention. The Employment Equity Co-ordinator is a member of PACRRARI and the Employment Equity Sub-Committee. The Sub-Committees are to meet throughout the summer, and report to PACRRARI in the Fall. PACRRARI is to submit its final report to the President in June of 1992.

The second and third components of the Employment Equity Policy relate to the development of overall University goals to achieve and maintain "a workforce representative of those pools of qualified individuals available for recruitment by the University". The Policy assigns responsibility for the development of such goals to the Vice-President and Provost for faculty and librarians and to the Vice-President — Human Resources for administrative staff. In both cases, the goals are to be consistent with the policies and collective agreements which govern the various staff groups.

The Vice-President and Provost and the Vice-President — Human Resources have each established a working group to assist them with setting the required goals and in identifying strategies for achieving them. The Employment Equity Co-ordinator is a resource person to both working groups.

With respect to the fourth component, a Task Force on Accommodation of Persons with Disabilities has been established. Its mandate is to review the University's present approaches to the continuing employment of current employees and job applicants whose performance of their duties requires accommodation of a disability. Current employees include those who develop a chronic or periodic disability while employed, and those returning from Long-Term Disability or Workers' Compensation. It will address issues for all staff categories, both full-time and part-time.

The scope of the task force includes exploring accommodations such as the provision of special equipment, modification of job duties, modification of buildings or other aspects of the workplace, and funding arrangements through government programs, insurance plans, central and divisional funds. The Employment Equity Co-ordinator and the Co-ordinator, Services to Persons with a Disability are advisors to the task force. Input will be sought from divisional/departmental administrators. The task force will submit recommendations to the Vice-President — Human Resources on the University's obligations and actions required to meet them.

GOVERNMENT REPORTING

The University has reporting obligations to all three levels of government:

- Federal — In September, 1986, the University signed a commitment to implement employment equity pursuant to the Federal Contractors Program (FCP), thereby remaining eligible to bid on federal government research and printing contracts over \$200,000. The requirements of the FCP are consistent with the principles of the University's Employment Equity Policy.

During 1990-91, Employment and Immigration Canada conducted an audit of the University's Employment Equity Program, and found the University to be in compliance with all requirements of the FCP criteria. A Report describing the University's status on each of the government's criteria was submitted to the government as part of the review process. A copy of the Executive Summary of the Report is attached as Appendix "B".

- Provincial — Statistics on hiring, by male and female, have been reported to the Ministry of Colleges and Universities annually since 1987-88. Legislation on the requirements for implementing and reporting on employment equity is expected in the near future. It is not known whether it will have the same focus and form as the requirements of the other two levels of government.
- Municipal — Employment equity data on the designated group representation and distribution in the University's workforce was first reported to the City of Toronto in 1989. The report was required by the City for the University to remain eligible to be a supplier to the City. A second report is due during 1991.

UNIVERSITY OF TORONTO DATA

Tables reporting the representation and distribution of designated group employees within the University's workforce were presented in last year's Annual Report. Since that time, an additional means of coding the University's positions for reporting has been introduced. Each position has been assigned a four digit code based on the Standard Occupational Classification developed and used by Statistics Canada. The positions are then grouped into specific Abella codes, based on their four digit code. Since this classification process is finer and more precise than the assignment of Abella codes, some positions now fall into different Abella occupational categories.

For this reason, direct comparisons with the data presented in this report cannot be made with the data from last year's report. The data presented this year, however, do form the baseline against which to

measure progress in the coming years. Data will also consistently be reported as on April 30th of the reporting year.

APPENDIX "C"

Table 1 shows the representation of members of the four designated groups within the University's workforce for each of the four staff categories: faculty, professional librarians, non-unionized administrative staff and unionized staff. The data are as of November 1990 and April 1991, including the change in percentage of representation.

The next Tables show the same type of data for each of the staff categories and the relevant external comparison data. Table 2 shows the distribution of members of the four designated groups, grouped by Abella occupational category, for faculty and professional librarians. Tables 3 and 3(a) show these data for non-unionized administrative staff, and Tables 4 and 4(a) show them for unionized staff.

MAJOR PROJECTS FOR 1991 — 1992

1. Compile the University's Employment Equity Plan, which will include overall University goals, the strategies and timetables for achieving them, and a monitoring process.
2. Co-ordinate consultations with staff groups and the University community on the Employment Systems Review Report. Present analyses of the responses to the Vice-President — Human Resources and the Vice-President and Provost.
3. Design a program on managing diversity and strategies for its delivery to the University community.

Mary Lynne McIntosh
Employment Equity Co-ordinator
November 4, 1991

APPENDIX A

EMPLOYMENT EQUITY POLICY — MANUAL OF STAFF POLICIES

The University of Toronto is committed to employment equity and to achieving and maintaining a workforce representative of those pools of qualified individuals available for recruitment by the University.

The University upholds the Ontario Human Rights Code and will not under any circumstances permit employment practices and procedures in contravention of it. While remaining alert and sensitive to the issue of fair and equitable treatment for all, the University has a special concern with the participation and advancement of members of four designated groups that have traditionally been disadvantaged in employment: women, visible minorities, aboriginal peoples and persons with disabilities.

To act on its commitment to employment equity, the University will, on an ongoing basis:

- Endeavour to ensure that University policies and practices do not have an adverse impact on the participation and advancement of designated group members.
- Set goals consistent with this Policy, and timetables and plans for achieving them.

- Implement programs to facilitate the participation and advancement of designated groups.

- Make reasonable accommodation for differences related to designated group membership.

Subject to University policies on academic freedom, all staff are responsible for the encouragement of behaviour, language and attitudes which will create a favourable University environment, free of discriminatory actions and stereotyping. The Vice-President and Provost and the Vice-President — Human Resources are responsible for setting overall University goals for faculty and librarians, and administrative staff, respectively, consistent with the policies and collective agreements which govern the various staff groups.

The University will maintain open communication on this Policy and on the results of employment equity initiatives, by reporting annually to the University community.

For additional information on employment equity at the University of Toronto, contact the Office of the Employment Equity Co-ordinator.

APPENDIX B

Federal Contractors Program Compliance Review Report February 1991 EXECUTIVE SUMMARY

Overview

In 1986 the federal government established the Federal Contractors Program (FCP) to ensure that organizations doing business with it achieve and maintain a fair and representative workforce. Under the FCP organizations employing 100 persons or more and wishing to bid on federal contracts of \$200,000 or more are required to commit themselves to implement employment equity as a condition of their bid.

The University of Toronto became a participant in the FCP in September of 1986 when President Connell signed the Certificate of Commitment. The University routinely bids on federal contracts and currently holds approximately four million dollars in such contracts.

The federal government identified specific criteria for the design and implementation of an employment equity program. They address five issues:

- evidence of an organization's commitment to achieving employment equity, including the assignment of resources;
- description of the collection and analysis of data on an organization's workforce composition and an analysis of its employment policies and practices;
- identification of numerical goals needed to correct any areas of designated group underrepresentation;
- programs or initiatives to be instituted specifically for members of designated groups, including establishment of a climate favourable to their successful integration into the organization;
- a work plan detailing actions to achieve the goals, the offices responsible for those actions, timetables for accomplishing them, and steps for monitoring the employment equity program and for making any necessary revisions.

The University was randomly selected for a Compliance Review in January of 1990. A Report was prepared describing the University's status on each of the criteria and was submitted to the federal government as part of the review process. Successive reviews will take place every two to three years hereafter, assessing the University's progress on what it has committed to do in this Report.

Highlights

The Compliance Review Report describes:

- the University's commitment to achieving employment equity;

- the collection and analysis of data on composition of the workforce, by designated group;
- the processes by which the University will analyze its employment policies and practices;
- the steps to monitor its progress towards achieving employment equity.

Analyses of the composition of the University's workforce were used to compare internal designated group representation with their representation in the relevant external labour pools. Differences identified by these comparisons are one measure to use in setting numerical goals. Overall comparisons of these data reveal an underrepresentation of women in six occupational groups, visible minorities in four and persons with disabilities in two. Aboriginal peoples are underrepresented in all but one occupational group, and in that one they are approximately equal to the comparator group.

The Report includes the number by which each of the designated groups would have to be increased to correct their underrepresentation. Increases can be through recruitment or promotion. The Vice-President and Provost and the Vice-President — Human Resources will assume responsibility for setting overall University goals for faculty and librarians, and for administrative staff, respectively.

The Report then identifies strategies and actions to enable achievement of the goals that will be set. These will be developed in conjunction with the University's Employment Equity Work Plan, and will address five major objectives:

- Objective I - To inform, educate and sensitize the University community about the University's Employment Equity Policy and Work Plan
- Objective II - To eliminate or modify employment policies or practices that may present barriers to employment equity
- Objective III - To increase the number of designated group members in the occupational categories where they are underrepresented
- Objective IV - To encourage the promotion of designated group members by identifying, developing and utilizing their skills and potential, in relation to Objective III
- Objective V - To monitor and evaluate the implementation of the Employment Equity Policy and Work Plan at the University of Toronto

The Report also describes special programs, including the accommodation of differences related to designated group membership, designed to accelerate the introduction, retention and advancement of designated group members within the University.

For additional information on employment equity at the University of Toronto, contact the Office of the Employment Equity Co-ordinator.

Table 1

REPRESENTATION OF THE UNIVERSITY OF TORONTO WORKFORCE BY DESIGNATED GROUP AND STAFF CATEGORY

	All Staff			Faculty			Professional Librarian			Administrative Non-Union			Administrative Unionized		
	Nov-90	Apr-91	Change	Nov-90	Apr-91	Change	Nov-90	Apr-91	Change	Nov-90	Apr-91	Change	Nov-90	Apr-91	Change
% Women	46.38%	46.58%	0.20	23.21%	23.26%	0.05	77.99%	77.58%	-0.41	67.25%	67.25%	0.00	40.81%	40.67%	-0.14
% Aboriginal Peoples	0.20%	0.24%	0.04	0.12%	0.12%	0.00	0.00%	0.00%	0.00	0.19%	0.25%	0.06	0.44%	0.55%	0.11
% Visible Minorities	15.70%	15.83%	0.13	9.47%	9.56%	0.09	8.45%	8.84%	0.39	20.05%	20.19%	0.15	19.16%	18.98%	-0.18
% Persons with Disabilities	4.94%	4.89%	-0.05	4.08%	3.99%	-0.09	6.34%	6.12%	-0.22	4.83%	4.78%	-0.05	7.53%	7.66%	0.13

SOURCES: University of Toronto data for Women are drawn from personnel records as at November 1, 1990 and April 30, 1991. University of Toronto data for Aboriginal Peoples, Visible Minorities and Persons with Disabilities (including those on Long Term Disability and Workers' Compensation) are drawn from the Employment Equity Workforce Survey, as at November 1, 1990 and April 30, 1991.

Table 2

UNIVERSITY OF TORONTO FACULTY AND PROFESSIONAL LIBRARIANS BY DESIGNATED GROUP WITHIN ABELLA CATEGORY (INCLUDING NATIONAL AVAILABILITY DATA FOR ALL MAJOR OCCUPATIONAL UNIT GROUPS IN UNIVERSITY OF TORONTO WORKFORCE)

		UNIVERSITY OF TORONTO WORKFORCE										EXTERNAL AVAILABILITY STATISTICS						
EMPLOYMENT EQUITY OCCUPATIONAL GROUPS	STAFF CATEGORY	All Employees					Total Survey Respondents	Aboriginal Peoples		Visible Minorities		Persons With Disabilities		Population Aged 15+ Who Worked In 1985 or 1986 Canada			% Persons With Disabilities Aged 15-64 Who Worked Anytime In 1981-1986 Canada	
		Total#	# Men	% Men	# Women	% Women		#	%	#	%	#	%	% Men	% Women	%Aboriginal Peoples	%Visible Minorities	
Upper Level Managers	Faculty	30	25	83.3	5	16.7	28	**	**	**	**	**	**	84.8	15.2	1.1	4.3	1.6
	Librarian	1	0	0.0	1	100.0	1	**	**	**	**	**	**	"	"	"	"	"
Middle or Other Managers	Faculty	121	107	88.4	14	11.6	107	**	**	8	7.5	5	4.7	69.6	30.4	1.5	2.4	1.9
	Librarian	30	9	30.0	21	70.0	27	**	**	**	**	**	**	41.1	58.9	4.1	3.4	n/a
Professionals	Faculty	3168	2415	76.2	753	23.8	2397	3	.1	233	9.7	94	3.9	71.6	28.4	0.8	9.0	1.6
	Librarian	134	28	20.9	106	79.1	119	**	**	12	10.1	7	5.9	19.1	80.9	1.2	4.9	2.3

SOURCES: University of Toronto data for Men and Women are drawn from personnel records as at April 30, 1991. University of Toronto data for Aboriginal Peoples, Visible Minorities and Persons with Disabilities (including those on Long-Term Disability and Workers' Compensation) are drawn from the Employment Equity Workforce Survey, updated to April 30, 1991. External data are drawn from CEIC Availability Reports, 1988, including the Statistics Canada, 1986 Health Activity Limitation Survey.

NOTES:

- (1) Values of less than 3 for Aboriginal Peoples, Visible Minorities and Persons with Disabilities (including those on Long Term Disability and Workers' Compensation), which are based on the Survey responses, have been suppressed to protect confidentiality.
- (2) Totals reported for national availability data include only those Major Occupational Groups (SOC) represented in the University of Toronto Workforce.

Table 3

UNIVERSITY OF TORONTO NON-UNIONIZED ADMINISTRATIVE STAFF BY DESIGNATED GROUP WITHIN ABELLA CATEGORY (INCLUDING RELEVANT EXTERNAL AVAILABILITY DATA FOR ALL MAJOR OCCUPATIONAL GROUPS IN THE UNIVERSITY OF TORONTO WORKFORCE)

UNIVERSITY OF TORONTO WORKFORCE										EXTERNAL AVAILABILITY STATISTICS					
ABELLA	EMPLOYMENT EQUITY OCCUPATIONAL GROUPS	All Employees					Total Survey Respondents	Aboriginal Peoples		Visible Minorities		Population Aged 15+ Who Worked In 1985 or 1986 Canada / Toronto (see Note 2)			
		Total#	# Men	% Men	# Women	% Women		#	%	#	%	% Men	% Women	% Aboriginal Peoples	% Visible Minorities
01	Upper Level Managers	9	8	88.9	1	11.1	9	**	**	**	**	84.8	15.2	1.1	4.3
02	Middle or Other Managers	311	146	46.9	165	53.1	289	**	**	18	6.2	65.6	34.4	1.4	5.0
03	Professionals	525	272	51.8	253	48.2	424	**	**	68	16.0	46.3	53.7	1.3	9.0
04	Semi-Professionals & Technicians	992	447	45.1	545	54.9	772	**	**	168	21.8	55.7	44.3	0.9	16.4
05	Supervisors	219	48	21.9	171	78.1	197	**	**	37	18.8	50.6	49.4	0.9	16.3
06	Foremen/women	52	45	86.5	7	13.5	44	**	**	6	13.6	90.8	9.2	0.8	8.3
07	Clerical Workers	1579	164	10.4	1415	89.6	1341	4	0.3	329	24.5	21.0	79.0	1.0	16.4
08	Sales Workers	10	6	60.0	4	40.0	6	**	**	**	**	44.5	55.5	0.8	13.0
09	Service Workers	28	22	78.6	6	21.4	27	**	**	6	22.2	73.3	26.7	1.0	20.0
10	Skilled Crafts and Trades Workers	99	94	94.9	5	5.1	72	**	**	11	15.3	91.0	9.0	0.9	16.8
11	Semi-skilled Manual Workers	15	14	93.3	1	6.7	12	**	**	**	**	80.1	19.9	0.7	15.4
12	Other Manual Workers	42	5	11.9	37	88.1	31	**	**	6	19.4	60.3	39.7	1.0	13.0
ALL	TOTALS	3881	1271	32.7	2610	67.3	3224	8	0.2	651	20.2	52.4	47.6	1.2	9.4

SOURCES: University of Toronto data for Men and Women are drawn from personnel records as at April 30, 1991. University of Toronto data for Aboriginal Peoples and Visible Minorities are drawn from the Employment Equity Workforce Survey, updated to April 30, 1991. External data are drawn from CEIC Availability Reports, 1988.

NOTES:

- (1) Data on Persons with Disabilities (including those on Long Term Disability and Workers' Compensation) are reported in Table 3 (a).
- (2) Totals reported for external availability data include only those Major Occupational Groups (SOC) represented in the University of Toronto Workforce. National data for Abellas 01-03, and Toronto data for Abellas 04-12 are shown, to represent the corresponding recruiting tendencies.
- (3) Values of less than 3 for Aboriginal Peoples and Visible Minorities, which are based on the Survey responses, have been suppressed to protect confidentiality.

Table 3(a)

REPRESENTATION BY DESIGNATED GROUP OF PERSONS WITH DISABILITIES WITHIN THE UNIVERSITY OF TORONTO NON-UNIONIZED ADMINISTRATIVE STAFF WITHIN ABELLA CATEGORY (INCLUDING PROVINCIAL AND NATIONAL DATA FOR ALL MAJOR OCCUPATIONAL GROUPS IN THOSE EXTERNAL WORKFORCES)										
UNIVERSITY OF TORONTO WORKFORCE								EXTERNAL AVAILABILITY STATISTICS		
								Persons with Disabilities Aged 15-64 Who Worked Anytime Between 1981 and 1986		
EMPLOYMENT EQUITY OCCUPATIONAL GROUPS	Total #	All Employees				Total Survey Respondents	Persons With Disabilities		Ontario %	Canada %
		# Men	% Men	# Women	% Women		# %	%		
ABBELLA										
01 Upper Level Managers	9	8	88.9	1	11.1	9	**	**	2.0	1.8
02 Middle or Other Managers	311	146	46.9	165	53.1	289	9	3.1	2.7	3.3
03 Professionals	525	272	51.8	253	48.2	424	17	4.0	2.9	3.1
04 Semi-Professionals & Technicians	992	447	45.1	545	54.9	772	45	5.8	3.8	5.0
05 Supervisors	219	48	21.9	171	78.1	197	7	3.6	6.4	6.3
06 Foremen/women	52	45	86.5	7	13.5	44	**	**	5.4	6.3
07 Clerical Workers	1579	164	10.4	1415	89.6	1341	59	4.4	4.0	4.2
08 Sales Workers	10	6	60.0	4	40.0	6	**	**	5.2	4.8
09 Service Workers	28	22	78.6	6	21.4	27	4	14.8	7.7	6.4
10 Skilled Crafts and Trades Workers	99	94	94.9	5	5.1	72	5	6.9	7.1	6.4
11 Semi-skilled Manual Workers	15	14	93.3	1	6.7	12	3	25.0	9.5	8.8
12 Other Manual Workers	42	5	11.9	37	88.1	31	4	12.9	7.3	7.3
TOTALS	3881	1271	32.7	2610	67.3	3224	154	4.8	5.4	5.4

SOURCES: University of Toronto data for Men and Women are drawn from personnel records as at April 30, 1991. University of Toronto data for Persons with Disabilities (including those on Long Term Disability and Workers' Compensation) are drawn from the Employment Equity Workforce Survey, updated to April 30, 1991. External data are drawn from Statistics Canada, 1986 Health Activity Limitation Survey, as given in CEIC Availability Reports, 1988.

- NOTES:
- (1) Values of less than 3 for Persons with Disabilities (including those on Long-Term Disability and Workers' Compensation), which are based on the Survey responses, have been suppressed to protect confidentiality.
- (2) External availability data for the Toronto region are unavailable.

Table 4

UNIVERSITY OF TORONTO UNIONIZED STAFF BY DESIGNATED GROUP WITHIN ABELLA CATEGORY (INCLUDING RELEVANT EXTERNAL AVAILABILITY DATA FOR ALL MAJOR OCCUPATIONAL GROUPS IN THE UNIVERSITY OF TORONTO WORKFORCE)															
UNIVERSITY OF TORONTO WORKFORCE												EXTERNAL AVAILABILITY STATISTICS			
EMPLOYMENT EQUITY ABELLA OCCUPATIONAL GROUPS		All Employees					Total Survey Respondents	Aboriginal Peoples		Visible Minorities		Population Aged 15+ Who Worked In 1985 or 1986			
		Total#										Toronto			
			# Men	% Men	# Women	% Women						% Men	% Women	% Aboriginal Peoples	% Visible Minorities
04	Semi-Professionals & Technicians	19	10	52.6	9	47.4	11	**	**	**	**	29.1	70.9	.8	31.1
05	Supervisors	2	2	100.0	0	.0	1	**	**	**	**	82.4	17.6	.8	12.8
06	Foremen/women	6	6	100.0	0	.0	4	**	**	**	**	97.5	2.5	.7	5.8
07	Clerical Workers	364	142	39.0	222	61.0	258	**	**	99	38.4	22.3	77.7	1.0	16.9
09	Service Workers	136	84	61.8	52	38.2	71	**	**	12	16.9	55.0	45.0	1.2	22.0
10	Skilled Crafts and Trades Workers	277	254	91.7	23	8.3	187	**	**	20	10.7	96.3	3.7	.7	12.4
11	Semi-skilled Manual Workers	123	117	95.1	6	4.9	87	**	**	12	13.8	93.1	6.9	1.2	12.6
12	Other Manual Workers	409	181	44.3	228	55.7	276	**	**	25	9.1	68.6	31.4	1.1	15.0
ALL	TOTALS	1336	796	59.6	540	40.4	895	5	.6	169	18.9	54.5	45.5	1.0	16.4

SOURCES: University of Toronto data for Men and Women are drawn from personnel records as at April 30, 1991. University of Toronto data for Aboriginal Peoples and Visible Minorities are drawn from the Employment Equity Workforce Survey, updated to April 30, 1991. External data are drawn from CEIC Availability Reports, 1988.

- NOTES:
- (1) Data on Persons With Disabilities (including those on Long-Term Disability and Workers' Compensation) are reported in Table 4(a).
- (2) Totals reported for external availability data include only those Major Occupational Groups (SOC) represented in the University of Toronto Workforce.
- (3) Values of less than 3 for Aboriginal Peoples and Visible Minorities, which are based on the Survey responses, have been suppressed to protect confidentiality.

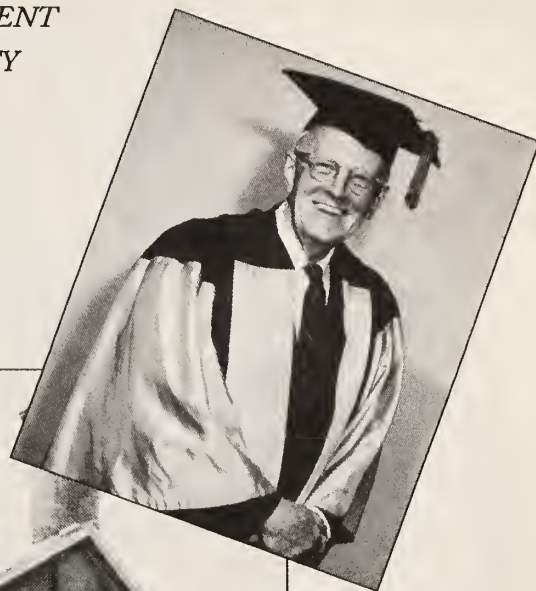
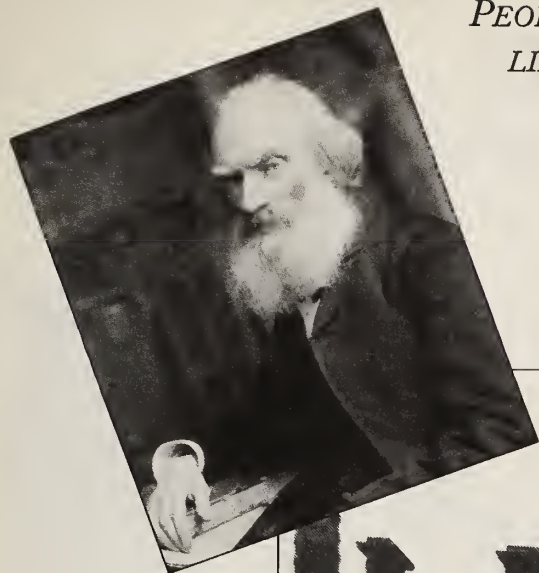
Table 4(a)

REPRESENTATION BY DESIGNATED GROUP OF PERSONS WITH DISABILITIES WITHIN THE UNIVERSITY OF TORONTO UNIONIZED STAFF WITHIN ABELLA CATEGORY (INCLUDING RELEVANT EXTERNAL AVAILABILITY DATA FOR ALL MAJOR OCCUPATIONAL GROUPS IN THOSE EXTERNAL WORKFORCES)										
UNIVERSITY OF TORONTO WORKFORCE								EXTERNAL AVAILABILITY STATISTICS		
								Persons with Disabilities Aged 15-64 Who Worked Anytime Between 1981 and 1986		
		All Employees				Total Survey	Persons With Disabilities			
		#	%	#	%		#	%	Ontario %	
EMPLOYMENT EQUITY OCCUPATIONAL GROUPS		Total #	Men	Men	Women	Women	Respondents			
ABELLA										
04	Semi-Professionals & Technicians	19	10	52.6	9	47.4	11	**	**	3.8
05	Supervisors	2	2	100.0	0	.0	1	**	**	6.4
06	Foremen/women	6	6	100.0	0	.0	4	**	**	5.4
07	Clerical Workers	364	142	39.0	222	61.0	258	18	7.0	4.0
09	Service Workers	136	84	61.8	52	38.2	71	5	7.0	7.7
10	Skilled Crafts and Trades Workers	277	254	91.7	23	8.3	187	13	7.0	7.1
11	Semi-skilled Manual Workers	123	117	95.1	6	4.9	87	7	8.0	9.5
12	Other Manual Workers	409	181	44.3	228	55.7	276	24	8.7	7.3
TOTALS		1336	796	59.6	540	40.4	895	69	7.7	5.4

SOURCES: University of Toronto data for Men and Women are drawn from personnel records as at April 30, 1991. University of Toronto data for Persons with Disabilities (including those on Long -Term Disability and Workers' Compensation) are drawn from the Employment Equity Workforce Survey, updated to April 30, 1991. External data are drawn from Statistics Canada, 1986 Health Activity Limitation Survey, as given in CEIC Availability Reports, 1988.

- NOTES:
- (1) Values of less than 3 for Persons with Disabilities (including those on Long-Term Disability and Workers' Compensation), which are based on the Survey responses, have been suppressed to protect confidentiality.
- (2) External availability data for the Toronto region are unavailable.

PEOPLE TALK OF THE SIXTIES AS AN ERA OF STUDENT
LIBERATION. IT WAS IN FACT AN ERA OF FACULTY
LIBERATION.



Flavelle House, centre; President Daniel Wilson, top left;
Professor Frank Underhill, right; and the 1925 convocation procession.



The curriculum that evolved allows students to exercise their options in exciting and challenging ways — but it doesn't force them to, he noted. Although he regrets the passing of the honours program, Bothwell sees many advantages to the new curriculum including the freedom given to faculty members. "The students are excellent, it's a great pleasure to teach here, and the concentration of historians is such that you can find somebody with knowledge in just about any area of history."

Throughout the department's history, what was politically correct appeared in various forms. In the late 1800s, Wilson believed it was one of his responsibilities to keep women out of the University. Nevertheless, they were admitted on the insistence of the government. In the 1930s, free speech was challenged by the ruling party when Professor Frank Underhill almost lost his job because of his vocal opposition to Canada's involvement in the Second World War. "Universities aren't very good at resisting public pressure," said Bothwell. "They are highly susceptible to pressures from the outside society — often they pretend they are not, but it's not true."

In recent years charges of Eurocentrism — teaching curriculum from a European point of view — have been levelled at universities, and in particular at history departments. Some believe that only those with personal knowledge of a region should lecture on it. The same argument was used in 1911 when one

candidate for a history professorship, Lewis Namier, was found wanting because he was a Polish Jew — "Could a Jew teach *British* constitutional history?" his opponents wondered.

The idea that people can only teach a subject if they are personally familiar with it is "breathtakingly moronic" because scholars must always try to transcend their own limitations,

Bothwell said. In terms of subject matter there is no doubt history was Eurocentric "but then Canada was traditionally Eurocentric, a westward projection of Europe." The focus of the discipline is changing, however, from the "robust verities" of the pre-1914 years to a more global outlook. "It was inconceivable in 1910 that you would study Hungarian or Estonian history,

but we do. This reflects the changing composition of our society but frankly I hope we'd be doing it anyway. It doesn't matter necessarily that there's a large Chinese community in Canada — China is important regardless of that."

Bothwell is confident there will be a history department in 100 years. People need history, he said, pointing to the recent liberation movements of eastern Europe where people are feeling the need to discover their historical roots. "I think it shows what a powerful force history is in the human mind."

"They wanted their history back because they thought it was a fundamental part of their dignity as human beings. They wanted to understand their ability to achieve liberty by understanding how their ancestors had dealt with this problem and discovered to their amazement that their ancestors *had* dealt it and sometimes very well. To me it indicated that the reports of the death of history are greatly exaggerated. I think every historian should be inspired by that."

LAYING THE FOUNDATION

"The centrepiece of [history head George] Wrong's historical academy was the Historical Club, which he founded in 1904. (There was an Oxford original, but Wrong's club was not quite the same.) The club consisted of twenty-five members, some chosen for two years (their third and fourth), but most for only one (fourth). It embodied virtually all the salient points of Wrong's ideas on education, and it was accordingly repugnant to [political economy professor James] Mavor. The 'so-called History Club,' Mavor complained to the president, was taking up all the undergraduates' time. It was not dealing with history at all, but with topics in political economy — by which he presumably meant topics of contemporary politics or economics. He might have added that the club recruited its members from all corners including students in political economy. And he might also have reflected on the interest and desire for participation among the students that his own department was ignoring. But introspection was not Mavor's strong suit."

The breadth of the club's membership and the generality of its discussion fitted with Wrong's philosophy, in which history was a means to an end, the end being democratic citizenship. It was an enlarged tutorial, but, because of the audience and the special circumstances, it was a very superior tutorial.

The club's first meeting dealt with the very current

issue of the European powers in North Africa, on which [history lecturer Edward] Kylie spoke. Subsequent topics included 'Should the Railways be made National Property?' (1905), 'Hudson Bay and Labrador' (1906), 'Senate Reform in Canada' (1909), and 'Bilingualism' (1913), in which the discussants examined Switzerland, Belgium, and Austria-Hungary, presumably with an eye to bilingualism in Canada too.

The club was theoretically democratic, in the sense that anyone — anyone male, that is — from any background could be admitted, as long as he had the requisite academic qualifications and met the approval of the membership. It met once a month at the homes of Wrong's friends, people like Sir Edmund Walker or Sir Joseph Flavelle....

No doubt the students felt privileged to be invited into the homes of Toronto's business tycoons. Once there, they did not find they were called to worship at the shrine of affluence. It was refreshing, one of them recalled, and extremely instructive to find his tutor, Kenneth Bell, "actually questioning the judgement of a leading business tycoon." That, Underhill remembered, "was another subversive experience in my young life." Some of the hosts might have been miffed by such treatment, but the evidence suggests they too genuinely subscribed to the idea of free discussion and considered it appropriate in a university."

CULTIVATING RESISTANCE

Researchers may have solved the problem with PEI potatoes

BY DAVID TODD

MOUNIR ABOUHAIIDAR WON'T SOON forget his visit to Prince Edward Island last year.

The previous summer, Agriculture Canada scientists had detected a potentially damaging virus called PVYn in PEI potatoes, prompting the United States to ban seed potato imports from the island. Ottawa, in turn, had prohibited potato shipments from PEI to the rest of Canada and unveiled an elaborate plan to eradicate the virus. All potatoes from the 1990 crop deemed suspect were to be composted.

AbouHaidar, a professor in the Departments of Botany and Microbiology, went to see the field that had become the dumping ground for the island farmers' unwanted harvest. "It broke my heart, really."

A plant and animal virologist by speciality, AbouHaidar maintains that biotechnology offers the best means of controlling the virus. In the past year he and his research team at U of T have succeeded in producing several genetically transformed varieties of potato plants, known as transgenic cultivars, that are resistant to PVYn, or in some cases to another virus known as PVX.

The PVYn virus isn't a health threat and, in fact, does not cause grave damage to potato crops. But if it spreads to tobacco plants, tomatoes or peppers, it can result in extensive crop loss. Federal officials were first alerted to the problem in 1989 after a tobacco crop in the southwestern Ontario town of Delhi was infected by PVYn.

Shortly thereafter AbouHaidar began work

to develop a virus-resistant tobacco cultivar. But when Agriculture Canada traced the PVYn that had destroyed the tobacco to a few nearby potato plants, grown from seed potatoes originating in PEI, he decided to shift the focus of his research. He and his colleagues made genetic modifications to some common Canadian potato varieties such as Norchip, Shepody and Russett Burbank.

As AbouHaidar explains, PVYn is usually carried from plant to plant by aphids. The virus has an outer coat, or capsid protein, which protects the nucleic acid within. Upon entering the plant cell it sheds its coat to release the nucleic acid, which then multiplies, producing billions of identical virus particles that move from cell to cell, infecting the whole plant.

The U of T researchers took from the virus the gene which makes the coat protein and introduced it into the genetic makeup of the potato plants, so that these plants now produce that protein themselves. A virus entering one of these plants will find the cells already full of the capsid protein and will be unable to shed its own.



Mounir AbouHaidar is developing genetic modifications to potato plants.

"If the virus cannot release its nucleic acid, it cannot multiply," AbouHaidar says. "And if it doesn't multiply, it's not infectious."

The scientists have already tested the cultivars successfully under greenhouse conditions and plan further tests in the field. They are also interested in learning more about how these genetic modifications actually work at the cellular level to promote resistance. Some basic research into the question is now under way at AbouHaidar's laboratory.

Once testing of the cultivars is completed, the challenge will be to find private or public support for the mass-production and distribution of these plants for use by Canadian farmers.

AbouHaidar has not ruled out the possibility of marketing his product in the United States if he fails to generate interest north of that border. "But I definitely want to see it used in Canada. It's made in Canada and it can solve a big Canadian problem."

PROFILE

THE WINDS OF CHANGE

U of T's Rhodes scholar believes everyone can make a difference

BY DAVID TODD

DO YOU KNOW THE BUTTERFLY theory?" Tashi Rabgey inquires. "The idea is that if a butterfly flaps its wings in one corner of the world, some number of years afterward it causes a hurricane elsewhere." She smiles, clearly enamoured of this notion. "It's a terrible thing when people feel so insignificant that they believe they can't effect change on their own. Because it is possible."

Rabgey, a fourth-year student in international relations and economics at University College, isn't necessarily intent on whipping up a cyclone. But the spirited 22-year-old hasn't ruled out the possibility. The second of three children in a family of Tibetan refugees, she has grown up believing devoutly in the importance of working for change, whether locally or globally. It was Rabgey's ardent longing to help the people of Tibet, whose country has been occupied since 1950 by the Chinese, that first drew her to the study of international relations. And now, as one of 11 Canadian 1992 Rhodes scholars, she will have the chance to spend two years at the University of Oxford building on her already impressive knowledge of the field.

Rabgey's parents were among the 100,000 refugees who left Tibet in 1959 and settled in India. Her father, at the time a Buddhist monk, served as a bodyguard to the country's fleeing ruler, the Dalai Lama, during the journey. In 1971 the Rabgey



family moved from India to Canada, making their home in Lindsay, Ontario.

As they set about building a new life in a new country, Rabgey's parents struggled to preserve what they could of Tibetan culture which has been systematically obliterated under Chinese rule. Rabgey, along with her siblings, has performed Tibetan music and dance since childhood as part of a folk arts group organized by her parents. Her preoccupation with the country and its fate, kindled by such early experiences, has grown more passionate with time — at U of T she has spent

hours searching out and poring over every available piece of writing on Tibetan issues.

In addition she has channelled much energy into campus activism. "It's been an avenue for me to express my concern about things that are wrong and to try to make changes." Rabgey is currently president of the UC Literary & Athletic Society and has been involved as well with the Students' Administrative Council (SAC). As a member of SAC's women's issues committee she was responsible for drafting a 1990 proposal on campus safety that led to a number of University initiatives including the Walksafer program.

In the course of her studies over the past three years, Rabgey has developed a fascination with international law and the underlying notion that "despite the anarchic nature of the world system, you could impose some moral restraint

on all these sovereign bodies." Although it sounds like a pipe dream, Rabgey would like to think there's hope of someday devising a way to make the idea work.

Whatever the case, she intends to make her education count for something. "It's unfortunate when people spend their lives coming to a profound grasp of a topic and then don't do anything with it but publish in obscure journals," Rabgey says. "Scholars should use their knowledge to effect positive change." Just for a moment, as she speaks, one hears a faint sound — a butterfly spreading its wings, perhaps?

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EVENTS



LECTURES

Interactive Learning Environments: The Next Generation of Support for Learning and Teaching.

TUESDAY, JANUARY 28
Prof. Elliot Soloway, University of Michigan; Computer Science: Its Theory, Practice, Applications and Implications series. 1105 Sandford Fleming Building. 11 a.m. *Computer Science and ITRC*

Stolen Continents: The Columbus Legacy through Native Eyes.

WEDNESDAY, JANUARY 29
Ronald Wright, writer; Snider lecture. H214, Scarborough College. 7:30 p.m.

The "Canaanization" of the Egyptian Delta: The Earliest Evidence.

WEDNESDAY, JANUARY 29
Prof. Donald B. Redford, Department of Near Eastern Studies. 213 Victoria College. 8 p.m. *Society for Mediterranean Studies*

Alzheimer's Disease and the Future of Imaging.

THURSDAY, JANUARY 30
Prof. Donald R. McLachlin, Centre for Research in Neurodegenerative Diseases. 412 Rosebrugh Building. 1 p.m. *Biomedical Engineering*

Characterization and Molecular Cloning of Dopamine Receptors: Different Subtypes.

FRIDAY, JANUARY 31
Prof. Pierre Falardeau, Laval University; Quebec-Ontario exchange neuroscience lecture series. 3227 Medical Sciences Building. 9:30 to 11:15 a.m. *Physiology*

The Ottawa Valley: A Chronicle of Changing Concepts in Forest Conservation.

SUNDAY, FEBRUARY 2
Prof. Paul Aird, Faculty of Forestry. Auditorium, Medical Sciences Building. 3 p.m. *Royal Canadian Institute*

Contemporary Black Women Teachers: An Educational Standpoint.

MONDAY, FEBRUARY 3
Annette Henry, Ontario Institute for Studies in Education; Popular Feminism lecture and discussion series. Boardroom, 12th floor, Ontario Institute for Studies in Education, 352 Bloor St. W. 8 p.m. *Women's Studies in Education, OISE*

Towards an Explanation-Based Approach to Natural Language Interpretation.

TUESDAY, FEBRUARY 4
Ray Perrault, SRI International; Computer Science: Its Theory, Practice, Applications and Implications series. 1105 Sandford Fleming Building. 11 a.m. *Computer Science and ITRC*

The Writing of Virginia Woolf's *A Room of One's Own*.

TUESDAY, FEBRUARY 4
Prof. Em. S.P. Rosenbaum, Department of English. Alumni Hall, Victoria College. 4:15 p.m. *Victoria*

Inner Retinal Circuits Modulating Function in the Outer Retina.

THURSDAY, FEBRUARY 6
Prof. Alexander Ball, McMaster

University; Quebec-Ontario exchange neuroscience lecture series. 203 Tanz Neuroscience Building. 12 noon. *Physiology*

Translatio as Inventio: "The Treasure of Rhampsinitus" (Gaza) in the Seven Sages Cycle.

THURSDAY, FEBRUARY 6
Prof. Mary B. Speer, Rutgers University. 2053 Wilson Hall, New College. 4:10 p.m. *French, Medieval Studies and Snider Fund*

Transformations: 20th Century Native American Women's Literature.

THURSDAY, FEBRUARY 6
Prof. Paula Gunn Allen, University of California at Berkeley. 1017 New College. 7 p.m. *Women's Studies*

Dictators and Diplomats in the 12th Century: Medieval Letters and the Birth of Modern Bureaucracy.

FRIDAY, FEBRUARY 7
Prof. Giles Constable, Princeton University; Bertie Wilkinson memorial lecture. Alumni Hall, St. Michael's College, 121 St. Joseph St. 4:10 p.m. *Medieval Studies and History*

It's About Time!

SUNDAY, FEBRUARY 9
Prof. Glenn D. Starkman, Canadian Institute for Theoretical Astrophysics; co-sponsored by UC. Auditorium, Medical Sciences Building. 3 p.m. *Royal Canadian Institute*

COLLOQUA

Staying on Track: A System for Early Identification and Tracking, with an Emphasis on Emotional and Social Factors.

WEDNESDAY, JANUARY 29
Sarah Landy, Hincks Treatment Centre. Room 069, 45 Walmer Rd. 4 p.m. *Child Study*

Ground Truth and Virtual Reality: Hacking versus Van Fraassen.

WEDNESDAY, JANUARY 29
Prof. William Seager, Department of Philosophy. 304 Victoria College. 4:10 p.m. *IHPST*

The Current Status of Fractional Statistics as an Explanation for High-Temperature Superconductivity.

THURSDAY, JANUARY 30
Prof. R.B. Laughlin, Stanford University. 102 McLennan Physical Laboratories. 4:10 p.m. *Physics*

Surface Reactions and Desorption by Electron Attachment.

FRIDAY, JANUARY 31
Prof. Leon Sanche, University of Sherbrooke. 158 Lash Miller Chemical Laboratories. 3:30 p.m. *Chemistry*

Absolute Time and Newton's Fluxions.

MONDAY, FEBRUARY 3
Prof. Richard Arthur, Middlebury College; brown bag lunch. 303 Victoria College. 12 noon. *IHPST*

The Influence of G.T. Fechner (1801-1887) on the History of Science.

WEDNESDAY, FEBRUARY 5
Prof. David J. Murray, Queen's University. 304 Victoria College. 4:10 p.m. *IHPST*

Cyclopropene Stereomutations.

FRIDAY, FEBRUARY 7

Prof. John E. Baldwin, Syracuse University. 158 Lash Miller Chemical Laboratories. 3:30 p.m. *Chemistry*



SEMINARS

CARNET Research in Cognitive Psychology at the Centre and in the Network.

MONDAY, JANUARY 27
Prof. Elizabeth Bosman, Canadian Aging & Research Network (CARNET) and Centre for Studies of Aging. 305 Tip Top Building, 455 Spadina Ave. 3 to 5 p.m. *Studies of Aging and Canadian Aging Research Network*

Nonlinear Absorption and Refractions of Light by Solids.

TUESDAY, JANUARY 28
Prof. Eric Van Stryland Creol, University of Central Florida. 134 McLennan Physical Laboratories. 4 to 5:30 p.m. *OLLRC*

Regulation of Gene Expression by Xenobiotics.

WEDNESDAY, JANUARY 29
Cecil B. Pickett, Merck-Frosst. 210 Koffler Institute for Pharmacy Management. 9:30 a.m. *Pharmacy*

Vortex Flow Systems for Biochemical Separations.

WEDNESDAY, JANUARY 29
Prof. Charles L. Cooney, Massachusetts Institute of Technology. 119 Wallberg Building. 12:30 p.m. *Chemical Engineering & Applied Chemistry*

The Benzodiazepines, Science and Society.

WEDNESDAY, JANUARY 29
Prof. David Greenblatt, Tufts University. 3163 Medical Sciences Building. 4 p.m. *Pharmacology*

RRSPs.

WEDNESDAY, JANUARY 29
Sheila Russell, The Investment Centre; alumni financial planning series. Council Chamber, Scarborough College. 7:30 p.m. Ticket information: 287-7080.

Reform of the Ontario Labour Relations Act: Tempest in a Teacup?

THURSDAY, JANUARY 30
Steven Barrett, Sack, Goldblatt and Mitchell. Room 302, 123 St. George St. 12:30 to 2 p.m. *Industrial Relations*

Urbanization Processes in the Middle East.

THURSDAY, JANUARY 30
Ishaq Al-Qutub, formerly of Kuwait University. 14081 Roberts Library. 4 p.m. *Middle East & Islamic Studies*

The Chemical Industry: A New Social Contract.

THURSDAY, JANUARY 30
Brian Wastle, Canadian Chemical Producers' Association. 211 Haultain Building. 4:10 p.m. *IES*

Pancreas and Islet Transplantation in Human Diabetes.

FRIDAY, JANUARY 31
Prof. R. Paul Robertson, University of Minnesota. Private dining room, 2nd floor, Mt. Sinai Hospital. 8 a.m. *Banting & Best Diabetes Centre*

The Isolation of Self-Incompatibility Genes in *Brassica napus* and Their Use in Plant

Breeding.

FRIDAY, JANUARY 31
Prof. S. J. Rothstein, University of Guelph. 3127 South Building, Erindale College. 12 noon. *Erindale Biology*

Preservation on Insulin mRNA Levels and Insulin Secretion in Hit Cells by Avoidance of Glucose Desensitization.

FRIDAY, JANUARY 31
Prof. R. Paul Robertson, University of Minnesota. Room 1250, Elm St. wing, Hospital for Sick Children. 12:30 p.m.

Deception and Double Allusion in Ovid, *Ars Amatoria* 1.527-564.

FRIDAY, JANUARY 31
Prof. Paul Murgatroyd, McMaster University. 152 University College. 3:10 p.m. *Classics*

Community Needs Assessment Strategies Incorporating Seniors.

MONDAY, FEBRUARY 3
Joseph Bornstein, ARA Consulting Group. 305 Tip Top Building, 455 Spadina Ave. 3 to 5 p.m. *Studies of Aging and Health Promotion*

Atoms and Molecules in Strong Laser Fields.

TUESDAY, FEBRUARY 4
Prof. Philip Bucksbaum, University of Michigan at Ann Arbor. 134 McLennan Physical Laboratories. 4 to 5:30 p.m. *OLLRC*

Protein Binding Effects on 4-Methylumbelliferyl Sulphate Desulphation in Perfused Rat Liver.

WEDNESDAY, FEBRUARY 5
Masato Chiba, Faculty of Pharmacy. 210 Koffler Centre for Pharmacy Management. 9:30 a.m. *Pharmacy*

The Impact of Design on Chemical Engineering Research.

WEDNESDAY, FEBRUARY 5
Prof. T.W. Fraser Russell, University of Delaware. 119 Wallberg Building. 12:30 p.m. *Chemical Engineering & Applied Chemistry*

A Molecular View of Signal Transduction in the Adrenal Cortex.

WEDNESDAY, FEBRUARY 5
Prof. B.P. Schimmer, Departments of Pharmacology and Physiology. 4227 Medical Sciences Building. 4 p.m. *Pharmacology*

The Rise, Fall and Cautious Revival of the "Old Social Classes" in Syria: A Case Study from the Elite of Aleppo.

THURSDAY, FEBRUARY 6
Prof. Peter Sluggett, Durham University. 14098 Roberts Library. 4 to 6 p.m. *Middle East & Islamic Studies*

Lessons from the Gulf War.

THURSDAY, FEBRUARY 6
Samuel Lewis, US Institute for Peace; Prof. Laurie Mylroie, Naval War College; and Prof. Stephen P. Rosen, Harvard University; John M. Olin symposium. Combination Room, Trinity College. 4 p.m. *Political Science*

Metaphor as Call for Action: Ukrainian Pre-referendum Press.

THURSDAY, FEBRUARY 6
Yaroslav Harchun, CBC International. Boardroom, Multicultural History Society of Ontario, 43 Queen's Park Cres. E. 4 to 6 p.m. *Ukrainian Studies*

Retinoblastoma Protein in Differentiation and Cell Division.

FRIDAY, FEBRUARY 7

Prof. Brenda Gallie, Department of Molecular & Medical Genetics. 3127 South Building, Erindale College. 12 noon. *Erindale Biology*

Muscle and Simulation of Human Movement.

MONDAY, FEBRUARY 10
Prof. Arthur Chapman, Simon Fraser University. 330 Clara Benson Building. 3:30 to 5 p.m. *Physical & Health Education*



MEETINGS

Time.

MONDAY, FEBRUARY 3 TO SUNDAY, FEBRUARY 9
University College Symposium 14. All events in 179 University College unless otherwise stated.

MONDAY, FEBRUARY 3
Official opening. Principal Lynd Forguson. 10:10 a.m.
Time and the Leibnizian Monad. 10:20 to 10:50 a.m.

Time and Eternity: Spinoza, Kirkegaard and Nietzsche. 11:10 to 12 noon.

Tones Already Faded Away: Hanslick on Music and Time. 12:10 to 1 p.m.

Time and Social Change: Trotsky's Concept of Combined and Uneven Development and Permanent Revolution. 1:10 to 2 p.m.

A Later Ancient Anticipation of the Relativity of Time in Modern Physics. 2:10 to 2:50 p.m.

The Attitudes of Major Quebec Authors towards Their Place in Time. 3:10 to 3:40 p.m.

Organ recital at Knox College with Ed Barbeau, John Derksen and Victor Graham. 4:15 to 5 p.m.

TUESDAY, FEBRUARY 4
Time, Potentiality and Political Discourse. 10:20 to 10:50 a.m.

Of Time and the Verb. 11:10 a.m. to 12 noon.

Time Travel in Canadian Fiction. 12:10 to 12:40 p.m.

The Going of Time. 1:10 to 1:40 p.m.

Evolution's Money: Time and Change. 2:10 to 2:50 p.m.

The Curious Quirks of Time: A Personal Narrative and Reading. 3:10 to 4:00 p.m.

Time and Memory in *The Winter's Tale* and *The Tempest*. 4:10 to 4:40 p.m.

WEDNESDAY, FEBRUARY 5
Time as History. 10:20 to 11 a.m.

Time and the Verdicts of History. 11:10 to 12 noon.

Time: A Cosmological Perspective. 12:10 to 1 p.m.

Musical Adventures in Time. 1:15 to 1:50 p.m.

Time and Dimensionality. 2:10 to 2:50 p.m.

Comic Timing; film *Wisecracks*. 3:10 to 5 p.m.

THURSDAY, FEBRUARY 6
The Timeless Present: A Lost Luxury. 9:10 to 10 a.m.
The Fine Structure of Psychological Time:

EVENTS

Recent Research. 10:10 to 10:50 a.m.

Circadian Rhythms. 11:10 to 11:40 a.m.

Ruskin's *Mornings in Florence* and Proust. 12:10 to 1 p.m.

Aspects of Time in Physical Theory. 1:10 to 2 p.m.

Nature's Clocks: Dating Archaeological and Geological Events Using Nuclear Decay. 2:10 to 3 p.m.

The Semiotics of Wrist Watches. 3:10 to 4 p.m.

Poetry reading organized by Hans de Groot. 4:10 to 5 p.m.

A Play on Time; Science for Peace lecture. 8 p.m.

FRIDAY, FEBRUARY 7

Time in Shakespeare's History. 9:20 to 10 a.m.

T.S. Eliot, Heraclitus and the River of Time. 10:10 to 10:50 a.m.

History, Story and Text Time. 11:10 a.m. to 12 noon.

Time!! Challenges and Possibilities. 12:10 to 1 p.m.

Mathematics of Clocks and Calendars for Fun and Profit. 1:10 to 2 p.m.

Time in the Theatre: Aeschylus to Caryl Churchill. 2:10 to 3 p.m.

Startling Revelations: Recent Readings of the Biblical Apocalypse. 3:10 to 4 p.m.

SATURDAY, FEBRUARY 8

In the Fullness of Time: Political and Economic Development in Germany since Reunification; sponsored by UCAA. 10:30 to 12 noon.

Luncheon; sponsored by UCAA. Croft Chapter House. 12 noon. Tickets \$15 from Camilla Gibb, 978-2968.

Governing Council.

THURSDAY, FEBRUARY 6

Council Chamber, Simcoe Hall. 4:30 p.m.

Business Board.

MONDAY, FEBRUARY 10

Council Chamber, Simcoe Hall. 5 p.m.



MUSIC

ROYAL CONSERVATORY OF MUSIC

Noon Hour Series.

WEDNESDAY, JANUARY 29

Mary Kenedi, piano. Concert Hall. 12:15 p.m.

WEDNESDAY, FEBRUARY 5

Kelly Parkins, violin, and Sarah MacDonald, piano, 12:15 p.m.

Young Artists Series.

WEDNESDAY, JANUARY 29

Laptak Kwan, violin. Concert Hall. 8 p.m.

WEDNESDAY, FEBRUARY 5

Richard Raymond, piano. Concert Hall. 8 p.m.

Royal Conservatory Orchestra.

FRIDAY, JANUARY 31

José-Luis Garcia, conductor. Church of the Redeemer, Bloor St. W. at Avenue Rd. Tickets \$9, students and seniors \$6.

Twilight Series.

THURSDAY, FEBRUARY 6

Helen Jacob-Stein, violin, and Dimitra Marangozis, piano. Concert Hall. 5:15

p.m. Tickets \$2, students and seniors \$1.

Evening Series.

FRIDAY, FEBRUARY 7

Jamie Parker, piano. Concert Hall. 8 p.m. Tickets \$9, students and seniors \$6.

TRINITY COLLEGE

Choral Evensong.

WEDNESDAY, JANUARY 29

Robert Bell, director. Trinity College Chapel. 5:30 p.m.

WEDNESDAY, FEBRUARY 5

Robert Bell, director. Trinity College Chapel. 5:30 p.m.

Choral Concert.

WEDNESDAY, FEBRUARY 5

Robert Bell, director. Trinity College Chapel. 7:30 p.m. Tickets \$5, students and seniors \$2.

FACULTY OF MUSIC EDWARD JOHNSON BUILDING

Faculty Recital.

FRIDAY, JANUARY 31

Pierre Souvairan, piano. Walter Hall. 8 p.m. Tickets \$10, students and seniors \$5.

Thursday Noon Series.

THURSDAY, FEBRUARY 6

Chambers Singers, Doreen Rao, conductor. Walter Hall. 12:10 p.m.

In Celebration of Mozart.

SATURDAY, FEBRUARY 8

Chamber Singers, Doreen Rao, conductor, and Chamber Orchestra, David Zafer, conductor. MacMillan Theatre. 8 p.m. Tickets \$8, students and seniors \$5.

KNOX COLLEGE

Organizing Time.

MONDAY, FEBRUARY 3

Ed Barbeau, John Derksen and Victor Graham, organists; in conjunction with UC Symposium 14. Knox College Chapel. 4:15 p.m.

SCARBOROUGH COLLEGE

Sunday Serenade.

SUNDAY, FEBRUARY 9

The Paul Read Quintet. Meeting Place. 3 to 5 p.m.



FILMS

Innis College Winter Film Program.

WEDNESDAY, FEBRUARY 5

Larry Jordon presents The Visual Compendium; co-sponsored by Hart House Film Board. Music Room, Hart House. 5 p.m.

THURSDAY, FEBRUARY 6

Larry Jordon presents Sophie's Place. Jackman Hall, Art Gallery of Ontario. 7 p.m. Tickets \$3.

FRIDAY, FEBRUARY 7

Larry Jordon presents five of his films; co-sponsored with the Photographic Arts Department, Ryerson Polytechnical Institute. Room 307, Ryerson Photo Arts Building. 2:30 p.m.



PLAYS & READINGS

Ann Michaels.

MONDAY, JANUARY 27

Reading by author from newest work, *Miner's Pond*. R4031, Scarborough College. 2 p.m.

George Bowering.

WEDNESDAY, JANUARY 29

Poetry reading. S357, Scarborough College. 1 p.m.

Toronto Dance Theatre.

THURSDAY, JANUARY 30

Four pieces featuring 13 dancers; sponsored by OnCampus. Hart House Theatre. 8 p.m. Tickets \$15, students and seniors \$10, available at the box office or phone 978-8668.

Leonce and Lena.

WEDNESDAYS TO SUNDAYS,

FEBRUARY 5 TO FEBRUARY 16

By George Büchner, directed by Jure Gantar. Graduate Centre for Study of Drama production, 1991-92 season. Robert Gill Theatre, Koffler Students Services Centre. Performances at 8 p.m. except Sundays 2 p.m. Tickets \$8, students and seniors \$6. Reservations: Monday to Friday, 11 a.m. to 5 p.m., 978-7986.

The Best of Times The Worst of Times.

THURSDAY, FEBRUARY 6

Robert Russell as Charles Dickens; sponsored by *The Bulletin*. Hart House Theatre. 8 p.m. Tickets \$15, students and seniors \$10, available at the box office or phone. 978-8668.

Tom Wayman

MONDAY, FEBRUARY 10

Poetry reading. UC Student Union, 79 St. George St., 4 and 7 p.m.



EXHIBITIONS

SCHOOL OF ARCHITECTURE & LANDSCAPE ARCHITECTURE

Les Années Concours and Lyon: Architects.

TO JANUARY 30

Entries in six recent major competitions in France and architecture in Lyon assembled by the Maison de l'Architecture Rhone-Alpes, Lyon.

City Works.

FEBRUARY 4 TO FEBRUARY 21

Andrew Dunbar, Montreal; interpretative drawings and models of Barcelona, Glasgow and Vienna. The Galleries, 230 College St. Hours: Monday to Friday, 9 a.m. to 5 p.m.

ERINDALE COLLEGE

Ernest Thompson Seton, 1860-1946.

TO JANUARY 30

Historical exhibition travelling from Lindsay Art Gallery.

John McCarney.

FEBRUARY 6 TO FEBRUARY 29

Sculpture installation. Art Gallery. Gallery hours: Monday to Friday, 11 a.m. to 7 p.m.; Saturday and Sunday, 12 noon to 5 p.m.

THOMAS FISHER RARE BOOK LIBRARY

Eric Gill: His Life and Art.

TO JANUARY 31

Woodcuts, wood engravings and etchings. 1st and 2nd floors. Hours: Monday to Friday, 9 a.m. to 5 p.m.

ROBERTS LIBRARY Depictions of Residential School Life.

TO 31 JANUARY

Jim Logan, paintings; co-sponsored by Aboriginal Health Professions Program and Lutheran Campus Ministry. 1st and 2nd floors. Hours: Monday to Friday, 8:30 a.m. to midnight; Saturday: 9 a.m. to 10 p.m.; Sunday, 1 to 10 p.m.

JUSTINA M. BARNICKE GALLERY, HART HOUSE

TO FEBRUARY 2

Source/Derivations II.

Allan Harding MacKay. East Gallery.

Recent Acquisitions.

Hart House permanent collection. West Gallery.

Mashel Teitelbaum:

A Retrospective, The 1960s

Abstraction.

Participating galleries: Justina M. Barnicke, McMichael Canadian Collection, Kitchener-Waterloo Art Gallery and Art Gallery of Windsor. Both Galleries. Gallery hours: Monday and Friday, 11 a.m. to 6 p.m.; Tuesday, Wednesday and Thursday, 11 a.m. to 8 p.m.; Saturday and Sunday, 1 to 4 p.m.

VICTORIA UNIVERSITY

Kathleen Coburn: 1905-1991.

JANUARY 27 TO FEBRUARY 20

A memorial exhibition (S.T. Coleridge). E.J. Pratt Library. Hours: Monday to Friday, 9 a.m. to 10 p.m.; Saturday, 12 noon to 10 p.m.; Sunday, 1 to 10 p.m.



MISCELLANY

Dragon Ball.

SATURDAY, FEBRUARY 1

Dining, dancing and live auction hosted by the Yee Hong Community Wellness Foundation with a portion of the proceeds to Scarborough College. Metro Toronto Convention Centre. 6 p.m. Individual tickets \$220, students \$100. Information: 287-7080. Scarborough

Cultural Awareness Week.

MONDAY, FEBRUARY 3 TO

FRIDAY, FEBRUARY 7

Events in the Meeting Place, Scarborough College. Cultural fashion show on Thursday, February 6 at 7:30 p.m. Scarborough

EVENTS NOTICES

The Bulletin is always pleased to receive notice of events. Please remember, however, that we need the announcement two weeks prior to the date of the issue in which it is to appear — please consult the deadlines section at the end of the Events section to be sure. We also need, in the case of speakers, a full first name or two initials, title and department (if the speaker is from U of T) or institution with which the person is affiliated. Don't forget the date, time, location and sponsoring department, faculty or centre.



DEADLINES

Please note that information for Events listings must be received in writing at The Bulletin offices, 21 King's College Circle, 2nd floor, by the following times:

Issue of February 10, for events taking place Feb. 10 to 24: MONDAY, JANUARY 27.

Issue of February 24, for events taking place Feb. 24 to March 9: MONDAY, FEBRUARY 10.

SIGMUND SAMUEL LIBRARY AND SCIENCE & MEDICINE LIBRARY HOURS

Monday to Thursday

8:30 a.m. to 11 p.m.

Friday, 8:30 a.m. to 6 p.m.

Saturday, 9 a.m. to 10 p.m.

Sunday, 1 to 10 p.m.

ROBERTS LIBRARY HOURS

Monday to Friday

8:30 a.m. to midnight

Saturday, 9 a.m. to 10 p.m.

Sunday, 1 to 10 p.m.

THOMAS FISHER RARE BOOK LIBRARY HOURS

Monday to Friday

9 a.m. to 5 p.m.

V.W. BLADEN LIBRARY SCARBOROUGH COLLEGE

Monday to Thursday,

8:45 a.m. to midnight

Friday, 8:45 a.m. to 5 p.m.

Saturday, noon to 6 p.m.

Sunday, 1 to 8 p.m.

ERINDALE COLLEGE LIBRARY

Monday to Thursday,

8:45 a.m. to 11 p.m.

Friday, 8:45 a.m. to 5 p.m.

Saturday, 10 a.m. to 5 p.m.

Sunday, 1 to 9 p.m.



School of Continuing Studies TEACHING AWARDS

The School of Continuing Studies is pleased to recognize the following instructors as recipients of its Excellence in Teaching Award:

Elisabeth Khera

Anne Montagnes

John Norris

Lesley O'Neil

Reavley Oswald

Elena Schlanger

Ted Scott

This Award is based upon demonstration of superior academic integrity, scholarly competence and effectiveness in teaching adults. The recipients have shown sustained expertise in instructional design and use of a broad range of instructional methodologies, as well as knowledge of classical and contemporary literature in their fields. They are an inspiration to both their students and their colleagues.

The Awards were conferred at the School's annual Holiday Party December 19, 1991.



GOING HOME.....

WOODSWORTH COLLEGE
IS DELIGHTED TO ANNOUNCE THAT
THE NEW BUILDING AT 119 ST. GEORGE STREET
WILL OPEN ITS DOORS
MONDAY FEBRUARY 10TH AT 9 A.M.

The College (currently at 563 Spadina Avenue) will be closed from Friday January 31st at 5 p.m. until February 10th for the move

Please note: The newly combined Information and Registration Office, the Diploma and Certificate Office, the Pre-University Office, Student Services, and the Writing and Math Labs will all re-open on February 10th in the new building at 119 St. George Street. However, the renovated house at 119 St. George will not open until later. This includes the offices of the Principal, Vice-Principal and Registrar, Program Director, Director of Public Relations, and W.C.S.A. These offices will remain at 563 Spadina for now.

ALL COLLEGE TELEPHONE NUMBERS REMAIN THE SAME

University of Toronto Notice to All University and Staff Members Group Life Insurance Refund

As a result of a favourable experience in the University of Toronto Group Life Insurance Plan for the policy year ended June 30, 1991, a refund has been declared. This refund applies to staff members included on the January, 1992, payroll and who were participants in the Group Life Insurance Plan as at June, 1991.

This refund is included in the January pay and is shown on the Statement of Earnings and Deductions as a credit deduction notated as "Grp.Ins. Refund".

Should you require any further clarification, please contact the Payroll Department, Office of the Comptroller, at 978-2151.



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DEPARTMENT OF ANATOMY AND CELL BIOLOGY
University of Toronto

DR. JOE A. CONNOLLY MEMORIAL AWARD FOR CELL BIOLOGY

The Connolly Award will be given each year to a student registered in the Ph.D. program at the University of Toronto who has demonstrated excellence in cell biology research. The Award will be a minimum of \$1,000 and is limited to Canadian citizens and landed immigrants.

The Award Committee (to be selected by the Chairman of Anatomy and Cell Biology, who will not be a member) will be composed of two faculty members of the Department of Anatomy and Cell Biology, a Postdoctoral Fellow from the Department, and one member of the Connolly family. The Awardee will be notified by May 1st and the Award will be presented at a reception later in May.

Applications for this Award should include a curriculum vitae and a one-page letter summarizing the student's research interests in cell biology and giving evidence of involvement and interest in extracurricular activities (e.g., music, sports, community affairs). Applications should be sent to: **Chairman, Department of Anatomy and Cell Biology, c/o Room 6219, Medical Sciences Building, University of Toronto, Toronto, Ontario M5S 1A8 by Friday, February 28, 1992.**

The University of Toronto
Department of Political Science

Presents: A John M. Olin Symposium

Lessons From The Gulf War

by
Ambassador Samuel Lewis
The U.S. Institute For Peace

Laurie Mylroie
Naval War College

Stephen P. Rosen
Department of Government,
Harvard University

**Thursday, February 6, 1992
4:00 p.m. Combination Room,
Trinity College**

CLASSIFIED

A classified ad costs \$15 for up to 35 words and \$.50 for each additional word (maximum 70). Your name counts as one word as does your phone number, but the components of your address will each be counted as a word. No charge for postal code. A cheque or money order payable to University of Toronto must accompany your ad. Ads must be submitted in writing, 10 days before *The Bulletin* publication date, to Nancy Bush, Department of Public Affairs, 21 King's College Circle, 2nd Fl., Toronto, Ontario M5S 1A1. Ads will not be accepted over the phone. To receive a tearsheet and/or receipt please include a stamped self-addressed envelope.

ACCOMMODATION RENTALS AVAILABLE — METRO & AREA —

Casa Loma Inn (Annex). 20-room inn on quiet street. Attractive, clean, comfortable rooms. 4-piece baths, air conditioning, TV, radio, fridge, laundry, parking. U of T, subway, restaurants minutes away. Non-smokers only. Competitive daily, weekly, monthly rates. 924-4540.

Sabbatical lease. Spacious, furnished, 5-bedroom home in prime downtown neighbourhood. 10 minutes walk to University of Toronto, 3 minutes to subway, shopping. All major appliances. Parking, deck, garden. From June/August 1992 until July/August 1993. \$2,000/month + utilities. 535-9353.

Avenue/Dupont (Annex). Semi-detached furnished house on quiet street, September 1992 to May 1993. Three bedrooms, large den, 2 fireplaces, modern eat-in kitchen with all appliances, central air conditioning, parking, private garden. No smokers/pets. References required. \$2,000/month + utilities. 323-6273.

Walk to U of T. Sussex/Elster area. Charming 3-storey Edwardian reno, 2 bedrooms and 3rd study/bedroom, cable, fully furnished, all major appliances, sun-room and deck, small garden. Suit professional couple or small family on sabbatical. Available August 1992 (some flexibility). \$1,600 per month + utilities. 928-1820.

Yonge/Eglinton. Detached, furnished, 3-bedroom home available February 1 — September 1. Quiet neighbourhood, dead-end street, minutes from subway, washer/dryer, etc, 3 bathrooms. \$1,350 plus utilities. Call 486-0672. Non-smokers only please.

Near University. Lovely 5-bedroom home, unfurnished, parking, garden, 5 appliances. Available February 1. \$1,550 + utilities. Rachel, 978-6879.

Huron/Sussex, steps to campus. Large studio apartment — whole 3rd floor of newly renovated Victorian house. Available immediately. \$700, all utilities included. First & last months' rent & references required. Could be fully furnished & equipped. Parking available. Call 971-6094 or leave message.

Just off campus, beautiful Cabbagetown home. Furnished, four bedrooms, three and a half bathrooms, roof-top decks, sauna, garden, fireplace. July 1, 1992 until June 30, 1993. \$2,175/month, negotiable. Call 369-5765 daytime or 927-7867 evenings.

Furnished house/Bloor West Village. April — July 1992. Semi-detached home, 2 bedrooms/den, minutes to subway and QEW. Deck, central air, finished basement, garden, garage. Non-smokers. References required. \$975 plus phone/month. Paul, 766-6928, after 6 p.m.

Sabbatical rental. Furnished 4-bedroom renovated house. July '92 — July '93 (negotiable). Sun-deck, patio, parking. Close to Chester subway, shops, parks, schools, U of T. \$1,600 p.m., plus utilities. Phone 463-2290.

College/Ossington. Apartment in house on quiet tree-lined street near TTC, west-end 'Y'. 2 bedrooms, den, large living-room, hardwood floors, bright eat-in kitchen, 4 appliances. Prefer non-smoking couple. \$1,025/month. 536-8658.

Sabbatical house available for 6 months, starting July 1, 1992. 4 bedrooms, furnished, garage, 1 block west of campus, modern appliances, central air conditioning, fully renovated Victorian. \$2,000/month. Robert Street. 926-0433, after 6:00 p.m.

High Park/Swansea house. 3 bedrooms, 2 baths, 5 new appliances. Solarium. Finished basement (currently nanny suite), garage. 2 blocks to subway, Bloor West shops. \$1,650. March 1. Call Mary Jane Grant, 760-8852.

Sabbatical rental: July 1/August 1, 1992 to June 30, 1993. West Annex. Walk to U of T. Subway two blocks. Close to schools, stores, parks. Victorian townhouse, fully furnished/equipped. Two studies, two bedrooms, two bathrooms, fireplace, deck, garden, parking. \$1,750 + utilities. 588-3388.

Bloor/Jane. Two floors available in newly renovated, clean house. 2 1/2 bedrooms, small bedroom may be used as den or office. Laundry facilities, separate entrance, backyard, central air conditioning, minutes to subway. Utilities included. 767-5654.

House for rent (central). Charming 3-storey house, additional renovated lower level. 4 bedrooms plus study, large eat-in kitchen, 2 fireplaces, 3 full bathrooms, furnished or unfurnished — negotiable. Steps to TTC. \$2,500/month including utilities. For details: 658-3767.

Walk to U of T. Residential area (Bloor/Euclid). Furnished large two-bedroom + study + living-room, deck, central air. Available February 1. Suitable for two or three people. Short lease. \$1,200 inclusive. Call 534-6014 after 6.

Dufferin/Eglinton. 1-year educational leave, July '92 — August '93. Detached, 3 bedrooms, 2 washrooms, air conditioning, 4 appliances, washer/dryer, close to subway, parking, large backyard. Children welcome. \$1,200 unfurnished, \$1,500 furnished. 653-3202.

Rosedale — bed-sitting room, entire third floor in house, partly furnished, with private bath. Available immediately. Deck. Parking available. Close to public transit. Rent is \$750/month. Please leave message, 960-0400.

Bachelor apartment. Bright, inviting, basement apartment. New renovation. Air-conditioned. Separate entrance. Quiet private home in Bloor West Village. Runnymede subway or bus direct to St. George. Non-smoker please. \$475 inclusive. 604-1476.

Annex apartment. Large 1-bedroom furnished or unfurnished basement apartment. Private entrance, quiet. No smoking or pets. \$550/month. Available immediately. 925-4010.

Rosedale. Fully furnished, detached, 3-bedroom home for lease, February — August 1992. Large living-room/dining-room with fireplace, 2 washrooms, beautiful south-facing garden, parking & more. References required. Please call Michele Chan, 465-7527.

Sublet. Visiting faculty or graduate student, 2-bedroom downtown apartment (or 1 bedroom and office) at \$840 per month. Available now until April 30, possible extension through summer. Contact Scott at 516-1581.

Walk to University. Quiet woman professional wishes to rent large private room

with own en suite washroom to responsible person. Bright new Cabbagetown house. Safe residential neighbourhood. Kitchen. Laundry. Street parking. Available immediately. \$375 monthly. 922-1484.

Annex/Madison Avenue. Large 2- & 3-bedroom apartments in renovated Victorian building. Hardwood floors, high ceilings, fireplaces, deck/garden, parking. Furnished/unfurnished. Excellent tenants. February 15 or ASAP. \$1,495 & up (unfurnished). References. 323-0040.

Short-term — fully furnished large one-bedroom apartment & balcony, 16th floor, lake view. \$599/month + hydro. Available immediately, minimum stay 3 months. References needed. Call: 761-1957. Leave message.

ACCOMMODATION RENTALS REQUIRED

Help! Careful, responsible professional requires central one-bedroom apartment or flat. Would love deck, fireplace. No basements, please. \$500 per month from April 1, 1992. 489-2146 (leave message).

Couple, small dog, seeking furnished 3-bedroom house or apartment for sabbatical leave August 1992 — June 1993 (dates negotiable). Central or near TTC. Non-smokers. Could swap well-furnished 5-bedroom house adjacent to U of Calgary. (403) 282-8219 or (403) 220-3843.

Visiting professor (wife and two teenagers) is looking for accommodation in the downtown area for a period of 6 months starting March or April 1992. Please call Natasha, 369-5040 or 369-5030.

ACCOMMODATION SHARED

Danforth and Broadview. Fully renovated house to share. Ideal for visiting professor or doctoral student. TTC 15 minutes to U of T. Entire third floor — 2 furnished rooms, skylights, minibar, air conditioning, \$575. House has all appliances, fireplace, yard. Street parking permit provided. Non-smoking, pet-free, organized, quiet. Maid & utilities included. Available immediately. Call Ken Shepard, Ph.D. 463-0423.

Yonge/St. Clair. Male or female. Share with lady large luxurious apartment in high-rise. 2 bedrooms, 2 baths, balcony,

lovely view, cleaning woman, parking. Immediate occupancy. Only professionals, non-smokers. References. \$600/month all inclusive. 964-2411.

Mature person to share luxury townhouse, Bloor/Bathurst. 2nd floor with 2 rooms, 4-piece bath & deck. Air, heat, laundry & share big kitchen. Non-smoker. Immediate. \$600 inclusive. Lily Lee, 756-3228 (O), 588-9078 (H).

BED & BREAKFAST

An oasis in mid-Toronto on Bloor/University subway. Six attractive bedrooms, queen or twin, cable TV, three elegant bathrooms, continental breakfast, use of dining and lounge facilities if not previously booked. Inquire about special discounts. 162 St. George Street. Telephone: 979-2000.

VACATION / LEISURE

Chalet for rent in St. Sauveur, Quebec! Fully-furnished, at mountain base, near eight ski resorts, sleeps eight, fireplace, 5 1/2 hours from Toronto, 30 minutes north of Montreal. Excellent dining & boutique shopping. Available through May 1992. Call Carol for rates: 978-1733.

COMMERCIAL SPACE FOR RENT

Bay and Wellington. Up to 700 sq. ft. prime 35th-floor office space. Exceptionally favourable rate. Separate entrance, some shared facilities possible. Call: 348-8896.

HOUSES & PROPERTIES FOR SALE

Advance notice of sale. Earliest April we will list our splendid renovated home one block from campus on a quiet one-way street. Brick Victorian semi has 4 bedrooms, 2.5 baths, 2-car garage, many fine extras. Private offer this month well below anticipated listing price of \$510K. For info & appointment: 593-5008. No agents.

Perfect for pros! Uniquely renovated designer home very close to University on Major Street. Bright and spacious, with 3 large bedrooms, skylights, loft, fireplace, landscaped gardens & many extras. Private sale, \$380,000. Call Boyd at 961-9611.

MISCELLANY

Victoria B.C. Real Estate. Experienced, knowledgeable realtor with university faculty references. Will answer all queries and send information about retirement or investment properties in Victoria. No cost or obligation. Call (604) 595-3200 or write Lois Dutton, RE/MAX Ports West, 3200 Shelbourne Street, Victoria, B.C. V8P 5G8.

ACCENT NEED ADJUSTMENT? Communication enhancement classes with "accent" on formation and production of the English sound system, pronunciation and intonation patterns. Now in its 7th year. Over 1,500 satisfied graduates. Groups of 6-8. Ask about our writing course. Gandy Associates 767-6691.

PERSONAL COUNSELLING in a caring, confidential environment. U of T staff extended health care benefits cover most of the cost. Dr. Ellen Greenberg, Registered Psychologist. The Medical Arts Building, 170 St. George Street, 961-3683.

THINK SHRINK-WRAP for your framing needs. Posters, prints, photos, maps, charts, kids' art, tea towels. Call 423-9975 for location nearest to you.

Kathy Vance Associates. Problem solving through the Rudolph Dreikurs approach and neuromuscular re-education using the Moshe Feldenraiss method: we offer individual, couple and family therapy at Spadina and Queen. Kathy Vance and Dr. Mel Litman: 363-9628.

Enhance the 90's. Join the University Women's Club of Toronto. Our gracious house at 162 St. George Street offers an oasis in mid-Toronto. Offers dining, bar, lounge facilities in which to entertain. Choose to participate in varied interest groups or listen to distinguished speakers. We welcome as members graduates from accredited universities and community colleges from Canada and around the world. Several categories of membership available. For information phone 979-2000.

TIME

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There is no admission charge, and the entire University community, as well as the general public, are warmly welcomed.

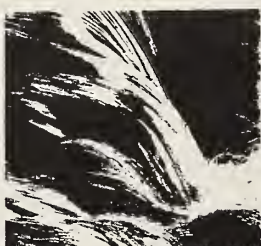
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SIGMA XI, THE SCIENTIFIC RESEARCH SOCIETY
UNIVERSITY OF TORONTO CHAPTER



Presents

DR. THOMAS P. COOHIL
Department of Physics and Astronomy
Western Kentucky University
Bowling Green, KY

" STRATOSPHERIC OZONE DEPLETION AS IT AFFECTS LIFE ON EARTH"

To be held on

Date: Tuesday, February 12, 1992
Time: 4:15 pm
Place: University of Toronto
Room 1105
Sandford Fleming Building
King's College Rd.

All are Welcome

Admission Free Coffee Before

RESEARCH NOTICES

For further information and application forms for the
following agencies, please contact ORS at 978-2163.

MEDICINE & LIFE SCIENCES

BANTING RESEARCH FOUNDATION
The foundation provides grants to individuals for the support of medical research, broadly interpreted to include the biological sciences which may have potential importance for medicine. Grants are awarded for a term of one year to an approximate value of \$20,000. Deadline is March 1.

CANADIAN FOUNDATION FOR ILEITIS & COLITIS

The foundation supports research on intestinal structure and function relative to inflammatory bowel disease. Investigators who hold an academic appointment in a Canadian university in a faculty of medicine, nursing, pharmacy or veterinary medicine are eligible to apply for grant support. Where an applicant does not hold an academic appointment at the time of submission, a covering letter from the dean of the faculty must be included with the application, indicating the position and effective date of appointment. Investigators in faculties other than the health sciences may also apply if the proposed research is directly relevant to the foundation's objectives. Deadline is March 1.

EASTER SEAL RESEARCH INSTITUTE

The institute supports research and development and professional training concerned with the prevention, treatment and management of physical disabilities in children and young adults in the province of Ontario. Summer studentships with a stipend value of \$3,000 are available to full-time students doing research relevant to the institute's criteria. Deadline is March 1.

FIGHT FOR SIGHT INC. (US)

Support is available for research in ophthalmology, vision and related sciences under the following programs: grants-in-aid to a maximum value of \$12,000; post-doctoral fellowships to a maximum value of \$14,000; and student fellowships to a maximum value of \$500 per month. Only one application for each type of award will be accepted from an investigator's laboratory. There are no citizenship requirements. Applications from foreign nationals for research studies outside the US or Canada will be considered in instances where requests are unique in concept or where circumstances provide exceptional opportunities for proposed research. Applications from Americans or Canadians who wish to study abroad will be considered if the investigation cannot be carried out as effectively in the US or Canada. Deadline is March 1.

HEALTH & WELFARE CANADA

NHRDP training awards support highly qualified individuals who intend to pursue research training in areas of population-health inquiry such as epidemiology, biostatistics, health economics and medical sociology. Funding is available under MSc and PhD fellowships and a candidate's degree program must include the preparation and defence of a research thesis. Eligibility is limited to Canadian citizens or landed immigrants. Applications for support of a PhD in psychology will only be considered where the candidate's research program is clearly and directly related to health care and where the program supervisor is currently funded by NHRDP. Application is made on form NHRDP-47. Deadline is February 15.

NATIONAL INSTITUTES OF HEALTH NIH and the Alcohol, Drug Abuse & Mental Health Administration

(ADAMHA) have announced a limitation of no more than \$120,000 (US) on individuals's direct salary costs charged to a grant or contract. This provision will take effect in the NIH 1992 fiscal year (Oct. 1, 1991 to Sept. 30, 1992). Grant and contract

applications to NIH and ADAMHA should continue to request funding at the regular rates of pay of all individuals for whom reimbursement is requested. NIH or ADAMHA will make the downward adjustments in excess of the stated ceiling. Investigators are advised, however, that an individual's institutional salary, per se, is not constrained by this provision. Salaries may be supplemented with non-NIH funds. See the NIH Guide for Grants & Contracts, Vol. 20, No. 47, Dec. 20, 1991, for further information.

PHYSICAL SCIENCES & ENGINEERING ONTARIO MINISTRY OF TRANSPORTATION

The ministry invites submissions for projects to be funded, under contract, during the 1992-93 government fiscal year. Research needs are: measurement of reflectivity of pavement markings; reinforcement of skewed concrete decks supported by longitudinal girders; modification to OPAC; chemistry of steel slag aggregates and steel slag aggregates-asphalt interaction; development of methods for the analysis of polymers in polymer-modified asphalt cements; soil improvement on construction sites for seedling; corrosion inhibitors for concrete; determination of proportions of slag and fly ash in plastic concrete; development of performance specifications for plastic lumber for use in non-structural highway products; long-term environmental research needs; paving of bus terminals and transit stations; techniques for quantifying and qualifying segregation in asphalt concrete pavements; manuals for condition rating of PCC and composite pavement; laboratory evaluation of pavement crack routing and sealing techniques; performance of permeable granular base materials; design crossfall and drainage issues; policy on installation of guide rail delineator and anti-glare fences; addition of standard unity projects (SUP) to the transportation impact model (TRIM); to investigate and update road user cost parameters such as value of time, vehicle operating costs and accident values; stormwater quality research program; archaeological assessment of aggregate sources; and management of the salty washwater wastestream at MTO patrol yards. Detailed requirements for each of the needs and ministry proposal guidelines are available from ORS. Unsolicited proposals are also encouraged. Deadline is February 14.

UPCOMING DEADLINES

Alcoholic Beverage Medical Research Foundation — research grants: *February 1.*
Amyotrophic Lateral Sclerosis Society of Canada — research grants: *January 31.*
Arthritis Society — studentships: *February 1.*
Association for Canadian Studies — awards of merit: *March 1.*
Banting Research Foundation — research grants: *March 1.*
Calgary Institute for the Humanities — senior research fellowships: *February 14.*
Canadian Cystic Fibrosis Foundation — summer student awards: *February 1.*
Canadian Foundation for Ileitis & Colitis — research grants: *March 1.*
Canadian Liver Foundation — studentships, summer studentships: *February 15.*
Canadian-Scandinavian Foundation — Swedish Institute scholarships, special purpose grants, Finair travel grants, Brucebo fine art scholarships, William B. Bruce fine arts European travel scholarships: *January 31.*
Cancer Research Institute — investigator awards: *March 1.*
Cancer Research Society Inc. — fellowships: *February 15.*
Corporate Higher Education Forum — Bell Canada/Forum award, Xerox Canada/Forum award: *March 1.*
Cutter Biological/Canadian Red Cross — research grants (letter of intent):

February 1.

Easter Seal Research Institute — summer studentships: *March 1.*
Fight for Sight Inc. (US) — grants-in-aid, post-doctoral fellowships, student fellowships: *March 1.*
Harry Frank Guggenheim Foundation — research grants, PhD dissertation fellowships: *February 1.*
Rick Hansen/Man in Motion Legacy Fund — research grants, fellowships, studentships: *February 1.*
Health & Welfare Canada — SSHRC/HWC joint initiative in family violence (letter of intent): *February 7;* NHRDP fellowships: *February 15.*
Hereditary Disease Foundation — research grants: *February 1.*
Hospital for Sick Children — research grants: *February 1.*
Howard Hughes Medical Institute — post-doctoral research fellowships for physicians: *March 1.*
Juvenile Diabetes Foundation of Canada — research grants (preliminary application): *February 1;* full application: *March 1.*
Kidney Foundation of Canada — summer studentships: *February 15;* Allied Health Council — fellowships, scholarships, research grants: *February 15.*
Leukemia Research Fund — operating grants, fellowships: *January 31.*
McDonnell-Pew Program in Cognitive Neuroscience — training awards, research grants: *February 1.*
MRC — university-industry operating grants, clinical trials, research chairs, visiting programs, workshops: *March 1.*
Ministry of Transportation — highway safety research grants program: *January 31;* contract-funded projects: *February 14.*
National Cancer Institute of Canada — senior research scientists, research scientists, research fellowships, clinical research fellowships, Steve Fonyo research studentships, Terry Fox research fellowships (physician scientist), Terry Fox cancer research scientists: *February 1;*
Terry Fox team development grants (letter of intent): *February 15.*
National Foundation for Ileitis & Colitis (US) — personnel awards: *February 1.*
National Institutes of Health (US) — research grants (new): *February 1;* competing continuation applications: *March 1.*
National Multiple Sclerosis Society (US) — fellowships, research grants: *February 1.*
Ontario Lung Association/Thoracic Society — research grants: *February 15.*
Ontario Ministry of Health — career scientists (locally nominated): *February 15.*
Ontario Psychological Foundation — Norma V. Bowen humanitarian, contribution to knowledge, community service, communication and education awards: *February 12.*
Physiotherapy Foundation of Canada — scholarships: *February 1;* 3M and Royal Canadian Legion fellowships: *February 15.*
Institute for Risk Research — research grants: *February 15.*
Shastri Indo-Canadian Institute — summer program in India: *January 31.*
SSHRC — cultural development in an open economy award; family violence and violence against women research centres: *February 7.*
Tri-Council Funding Program for Research & Training in Environmental Studies — research grants (letter of intent): *February 29.*
U of T — grants-in-aid: *February 1;* conference travel grants for conferences to be held from May 1 to Oct. 31 or later: *March 15;*
Life Sciences Committee — summer undergraduate program, summer graduate program: *February 28.*
Whitehall Foundation Inc. (US) — research grants: *March 1.*
World AIDS Foundation — concept letter: *February 1.*

PHD ORALS

Graduate faculty please call the PhD oral examination office at 978-5258 for information regarding time and location for these listings.

FRIDAY, JANUARY 31

Agatha Anne Cecilia Maria Bardoel, Centre for Medieval Studies, "The Visionary Writings of Hadewijch of Brabant (c. 1250): Her Expression of the *Unio Mystica* in the Context of the Plotinian and Augustinian Models." Prof. P.J. Fedwick.

Stephen Dean Brown, Department of Electrical Engineering, "Routing Algorithms and Architectures for Field-Programmable Gate Arrays." Profs. Z.G. Vranesic and J.S. Rose.

Angela Catherine D'Andrea, Department of Anthropology, "Palaeoethnobotany of Later Jomon and Yayoi Cultures of Northeastern Japan: Northeastern Aomori and Southeastern Hokkaido." Prof. G.W. Crawford.

Radu Elias, Department of Pathology, "Modulation of Lymphatic Pumping Activity in Inflammation Induced by Endotoxin: Role of RBC Hemolysate." Prof. M.G. Johnston.

Buarque de Macedo Guimaraes Lia, Department of Industrial Engineering, "The Salience of

Primitive Sensory Coes and Their Applicability to Complex Dynamic Display Design." Prof. P.J. Foley.

Crispine Vincent Odhiambo Mbai, Department of Political Science, "Implementation and Management of Health Programs in Kenya." Prof. R.E. Stren.

Arnold Meredith McIntyre, Department of Economics, "Trade and Economic Development in Small Open Economies: The Case of the Caribbean Countries." Prof. G.K. Helleiner.

Mark Francis Morissette, Faculty of Social Work, "The Person and Practice of the Therapist: Evaluating the Effects of Clinical Training in Generational Family Systems Therapy." Prof. H.H. Irving.

Frederik Jakob Galster Pedersen, Centre for Medieval Studies, "Romeo and Juliet of Stonegate: Marriage Litigation and the Ecclesiastical Courts in York in the 14th Century." Prof. M.M. Sheehan.

Anna Birgitta Olander, Faculty of Library & Information Science, "Personal Information Management in Computer Science

Research." Prof. A.H. Schabas.

Barbara Jean Whitmer, Centre for Religious Studies, "The Violence Mythos: An Interdisciplinary Inquiry into Violence in Western Culture." Prof. R.M. Doran.

MONDAY, FEBRUARY 3

Bruno Sisto Marcoccia, Department of Chemical Engineering & Applied Chemistry, "Photo-Enhanced Oxygen Delignification of Softwood Kraft Pulp." Prof. D.W. Reeve.

TUESDAY, FEBRUARY 4

Kevin Brazil, Department of Education, "The Influence of Health Education on Family Adaptation to Childhood Asthma." Prof. L.D. McLean.

WEDNESDAY, FEBRUARY 5

Alain Lavigueur, Department of Molecular & Medical Genetics, "Oncogenesis of p53 Transgenic Mice." Prof. A. Bernstein.

THURSDAY, FEBRUARY 6

Ardeshir Guran, Department of Mechanical Engineering, "Contributions to the Study of Instabilities in a Class of Conservative Systems." Prof. F.P.J. Rimrott.

COMMITTEES

The Bulletin regularly publishes the terms of reference and membership of committees. The deadline for submissions is Monday, two weeks prior to publication.

SEARCH

DEAN, FACULTY OF PHARMACY
President Robert Prichard has established a search committee to recommend a dean of the Faculty of Pharmacy. The first term of Dean D.G. Perrier ends Dec. 31. Members are: Professor A. Richard Ten Cate, vice-provost (health sciences) (chair); Professors Wendy Duncan-Hewitt, Ping Lee, Joan Marshman and Peter Wells, Faculty of Pharmacy; Laszlo Endrenyi, associate dean, Division IV, School of Graduate Studies; Alan B. Okey, chair, Department of Pharmacology; Tom Paton, pharmacy, Sunnybrook Health Science Centre; and Barry J. Sessle, dean, Faculty of Dentistry; and Lesley Lavack, tutor, Faculty of Pharmacy; Rachel Leblanc and Gregory Rice, undergraduate students, Faculty of Pharmacy; and Deanna Chu, graduate student, Faculty of Pharmacy.

The committee invites nominations and recommendations. These should be forwarded in writing to Professor A. Richard Ten Cate, room 222, Simcoe Hall, no later than February 14.

REVIEW

UNIVERSITY OF TORONTO LIBRARY
Provost Joan Foley has established a committee to review the University of Toronto Library with the following terms of reference: (1) to assess how well the library meets the needs of the University community in achieving the University's goals in undergraduate and graduate education and in research; (2) to consider the University's library service needs over the next five years and make recommendation regarding changes; and (3) to consider the relationships of the campus libraries to the central library system and make recom-

mendations for any changes needed.

Membership

Professor A.H. Melcher, vice-provost (chair); Professors John Britton, associate dean, Division II, School of Graduate Studies; Rashmi Desai, Department of Physics; Adele Fasick, dean, Faculty of Library & Information Science; Brian Merilees, Department of French; Paul Thompson, principal, Scarborough College; and David Tinker, Department of Biochemistry; and M. Peter Clinton, director, Information Technology Services, U of T Library; Farrah Jinha, Students' Administrative Council; Stephen Johnson, Graduate Students' Union; Joan Leishman, health sciences consortium librarian, U of T Library; Norma Lewis, project manager, automated acquisitions systems, U of T Library; Sherry Smugler, reference librarian, Government Publications Department, U of T Library; Judith Snow, librarian, Erindale College; B.J. Thompson, Association of Part-time Undergraduate Students; and Alvan Bregman, assistant vice-provost (arts and science) (secretary).

The committee invites written submissions from all interested members of the University community. These should be sent before February 21 to Alvan Bregman, Office of the Vice-President & Provost, room 225, Simcoe Hall.

FACULTY OF MEDICINE

Following consultation with the acting dean, associate dean and chairs of the Faculty of Medicine, it has been agreed that a formal review of the Faculty of Medicine is not appropriate at this time for the following reasons: firstly, it is important for the search for a dean of the Faculty of Medicine to proceed in

the near future rather than waiting until the fall of 1992. Secondly, there was a thorough provostial review of the faculty in 1986 which has been followed by accreditation reviews of all professional programs in the faculty in the past few years and OCGS reviews of several graduate departments. As a result, there is a considerable body of recent opinion concerning the faculty and its programs.

Thus, with the agreement of the faculty's leadership, Provost Joan Foley has asked Professors A. Richard Ten Cate, vice-provost (health sciences), F.I.M. Craik, Department of Psychology, and B.I. Roots, Department of Zoology, to carry out a review of the faculty within a short time-frame.

Terms of Reference

Through a process of wide consultation and using the provostial review of the Faculty of Medicine (1986) and the responses to it and other recent review reports as base documents: (a) to identify the issues facing the Faculty of Medicine as they are perceived by all members of the faculty, other divisions of the University, the central administration of the University, the hospitals and boards of health and other interested and involved parties; (b) to determine the relative importance of each issue for the faculty at this time; (c) to document suggested approaches to addressing the issues presented; (d) to circulate a draft report for discussion; and (e) to present a final report to the provost by April 15.

The committee seeks the advice of all members of the University community, of the University's affiliated health care institutions and of other interested parties in relation to its terms of reference. Written submissions should be sent to Professor A. Richard Ten Cate, room 222, Simcoe Hall (fax: 971-1380), no later than February 14.



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PARTICIPATION

HELPING OTHERS, HELPING OURSELVES

U of T must focus on service excellence

BY LESLIE BARCZA

IF THE UNIVERSITY WERE PART of a perfect world, it would provide a sense of integrity and satisfaction to all its faculty, staff and students and would give each member of its community a feeling of inclusiveness in working towards the institution's goal. To achieve this sense of integrity and satisfaction, every member would be seen as a customer deserving of honesty and truth and every job would be considered a service.

In our less-than-perfect world, this does not always happen. Lately, however, many businesses and public institutions are making more of an effort to achieve this ideal by committing themselves to a philosophy called quality service or service excellence.

Service excellence, whether it is being undertaken at the University or in the private sector, has three elements. The first, and arguably the most important, concerns the satisfaction of the customer. The customer is crucial. Measuring customers' satisfaction tells us whether we are doing our jobs properly.

The second element concerns the empowering of staff. Those who work on the "front lines" and encounter the stress of dealing with

the demands of the public function most effectively if they have a certain amount of control over their jobs and are part of the decision-making process. Well-trained workers who are given the skills to serve capably, along with the mandate to use those skills, are not only an asset to the customer but also to their supervisors. With their hands-on experience they may possess novel solutions to problems or have innovative ideas.

The third part of service excellence addresses ways to improve the institution's systems. For example, for many customers the greatest source of annoyance can be forms that are difficult to fill out, procedures that do not seem to make sense or phone answering machines that seem to screen rather than accept calls. If service is improved, customers will remain loyal instead of taking their business elsewhere.

CAMPUS CARE IS THE NAME GIVEN TO THE PROGRAM promoting service excellence in the Facilities & Services Department — of which the campus post office is a part. The program was initiated in 1990. Although the goals have been high, so has internal resistance. In theory Campus Care is supposed to focus on the customer, empower employees and address the way our systems work. In practice it places much pressure on middle-management personnel who must develop a new set of skills. They must combine the implementation of directives from senior administrators with open meetings for those on the front lines to air their complaints. Some managers resist — they are required to adopt a conciliatory rather than authoritarian manner and to seek consensus rather than impose their own ideas.

This is not to say that Campus Care does not or will not work. It is rather a recognition of human nature. Organizations, and for that matter, people, dislike change. Achieving the goals of Campus Care will take time. The trust necessary for employees to feel truly empowered cannot be created overnight. Waving a magic wand and saying "you are empowered" is not particularly effective. Attrition and the hiring of new employees with skills such as communication and service will help in

achieving the objectives in the Facilities & Services Department.

Staff will truly feel empowered only when the University explicitly states that service is a priority. U of T's Statement of Institutional Purpose promotes research and teaching abilities and thus some staff may feel excluded from the University's mission.

How do we go about the process of providing service excellence? We start by defining those parts of a job that should be



MANAGERS MUST
DEVELOP A NEW SET
OF SKILLS

LESLIE BARCZA

included in and those that should be excluded from the service. One way to empower workers is to systematically eliminate job components that, for one reason or another, are not do-able.

For example, in the campus mail system, letters or parcels with incomplete addresses used to slow down the flow of sortation. To improve service, these items are currently culled into a separate group to be attended to later. To look at service

excellence another way, items that are properly addressed receive a high level of service commitment while those requiring extra time are relegated to a second tier.

More efficient scheduling for mail pickup is another example of service excellence. When a department produces an extraordinarily large load of mail for the truck, the driver might choose not to take it immediately because the vehicle is full. If he or she were to struggle to accommodate the bags, the truck might be late for its next 20 stops. A reasonable choice would be to stop by later with an empty van.

In our operations, there is a continuous flow of suggestions from employees regarding the program. Sometimes it relates to complaints — when the heating is defective or a truck needs to be repaired. In such instances these employees are customers — they must receive service in the process of serving the University.

Perhaps the biggest complaint people in facilities and services have about Campus Care is the need for the rest of the University to follow suit. Without comparable systems elsewhere, the program's effectiveness diminishes. The most difficult

aspect in focusing on good customer relations is dealing with U of T employees who do not reciprocate and who may use verbal abuse in dealing with our employees. Those in the Campus Care program need to know that they are not second-class citizens — they should receive service in kind from other employees. When all are served equally, U of T will not just be offering friendly service; it will be functioning with integrity.

A UNIVERSITY WITH INTEGRITY HAS A GREATER CHANCE OF operating in a united rather than a fragmented fashion. Although not everyone may be aware of the University's mission, a service objective that puts us all on a level playing field would help to bring the University together. If this could be achieved there would be enormous benefits. There would be less friction between senior administrators and staff and faculty groups, staff and faculty agreements might arise out of consultation and policy implementation would be a continuing process.

When members of a community are regularly included in policy making, their input becomes all the more valuable because they care about the outcome. In such a workplace one would not arrive in the morning to discover that a department had ceased to exist. Instead each person would be part of the process, however arduous, to make those departments viable.

Examining the possibility of a service excellence program University-wide is a daunting but worthwhile task. U of T offers much to its customers — both inside and outside the University — from research inventions to amenities such as room rentals. While those at U of T would benefit from improved service so would the public. The University cannot allow itself to seem exclusive or snobbish. We are a resource to the whole community and we do a disservice to members of that community if they ever lose sight of that fact. Service will sell U of T without selling it out.

Leslie Barcza is acting manager of mail services in the Facilities & Services Department.